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Civil Defence  
317 - Administration Building  
EDMONTON, Alberta.

THE CANADIAN RED CROSS SOCIETY

DISASTER SERVICES

RED RIVER FLOOD DISASTER - 1950

REPORTS 1 - 10

46/14



ALBERTA CIVIL DEFENCE HEADQUARTERS  
10322 - 146 STREET,  
EDMONTON, ALBERTA

Civil Defence  
917 - Administration Building,  
EDMONTON, Alberta.

THE CANADIAN RED CROSS SOCIETY

DISASTER SERVICES

RED RIVER FLOOD DISASTER - 1950

REPORT NO. 1

REPORT ON FIELD SUPERVISION OF EVACUEES

BY

WALTER MACDONALD, ESQ., F.C.A.

Issued by  
National Headquarters  
Canadian Red Cross Society  
95 Wellesley Street East  
Toronto, Ontario

ALBERTA CIVIL SERVICE COMMISSION  
100-100 ST. ST.  
EDMONTON, ALBERTA

(2) Administrative Services  
EDMONTON, ALBERTA

THE CANADIAN RED CROSS SOCIETY

DISASTER SERVICES

RED RIVER FLOOD DISASTER - 1950

REPORT NO. 1

REPORT ON FIELD SUPERVISION OF EVACUEES

BY

WALTER MACDONALD, BSC., P.C.A.

Issued by  
National Headquarters  
Canadian Red Cross Society  
92 Wellington Street East  
Toronto, Ontario



403 Hamilton Building,  
Winnipeg, Manitoba,  
July 24, 1950

Mr. R. G. B. Dickson,  
President,  
Manitoba Division,  
The Canadian Red Cross Society,  
226 Osborne Street North,  
Winnipeg, Manitoba.

Dear Sir:

In reply to your letter of May 31st and Mr. Snyder's letter of June 1st, I now submit the required report on the work which my firm undertook in the recent flood emergency in Winnipeg and, in particular, during the month of May.

Organization of the Service

During the afternoon of Thursday, May 11th, I was approached on your behalf by Mr. C. D. Shepard to organize the care of evacuees from flooded areas in the country areas to which they had migrated or had been dispatched by the Red Cross.

As you are aware, Mr. Shepard was the Director of Survey and Intelligence, and the work for which my organization was responsible was carried on under him and in the name of that Division. This was somewhat of a misnomer but was never corrected. Actually, the work would have been better described as Field Supervision. I understand that Mr. Shepard is reporting direct on his work.

On May 11th the flood had not yet reached its peak but the major areas which were threatened had been substantially depopulated under voluntary action or under the direction of Red Cross Shelter Evacuation (Mr. Lang and Mr. Murray). The responsibility of our Division commenced when the evacuees reached the point of refuge. It ceased early in July when practically all of

the evacuees had returned to their points of origin.

Exact statistics were hard to obtain but it is generally accepted that there were some 20,000 individuals from flooded areas who were potentially the care of the Red Cross as a result of evacuation. Of this number I am informed that under 4,000 were actually evacuated under direction of the Red Cross, which furnished the transportation and conducting services; the remainder migrated on general radio and press instructions from Flood Headquarters but secured their own transportation.

As the matter was of considerable urgency I found it easier to call on my business partners and the staff of my own office to furnish the necessary personnel for staff (some 14 in all). Thus a ready-made team was formed, each conversant with the personalities and characteristics of the others on the team, which was distinctly beneficial. I mention this as I understand a similar procedure was successfully followed in at least one other Division of the Red Cross activities.

The major lines of organizational policy were drawn and, in degree, were operative before midnight on May 11th.

#### Plan of Operation

As you are aware, the whole of the Winnipeg metropolitan area at the time indicated (and for two weeks after) was itself under threat of evacuation, so that all of the evacuees were sent to points in the non-flooded parts of Manitoba and Eastern Ontario. In all, we have record of 147 points of temporary shelter. The majority of the points were within a radius of 160 miles of Winnipeg although some areas north of Dauphin also offered shelter in small numbers. To illustrate, some major points in terms of numbers were: Brandon, Dauphin, Portage la Prairie, Kenora, Beausejour, Killarney and Winnipeg Beach, in addition to which many of the small towns contiguous to the flooded area but which were not themselves flooded housed large numbers of evacuees.

Plan of Operation (continued)

The plan of operation may be outlined briefly as follows:

(1) To appoint a representative of the Red Cross to be responsible for the care of the evacuees at each point.

This was organized largely by Mr. A. D. McRae who for many years has been auditor of rural municipalities in Manitoba. He proceeded to ascertain first the name of the local Red Cross representative, then to call the Mayor, Reeve or Secretary of the local municipal unit and to find out from him at first hand the suitability of the Red Cross representative who was, in many cases, only a fund-raising campaign manager. In default of using that representative, Mr. McRae secured the name of a suitable appointee. This procedure worked well. In most cases the municipal authorities made it their personal responsibility to see that the evacuees were well taken care of.

(2) Instructions were issued to these representatives as to the extent of Red Cross assistance which could be afforded. This was taken care of by means of form letters which were sent out as soon as a policy could be evolved and approved by your Executive, by Mr. Colin Herrle (The Disaster Commissioner from the American Red Cross), and Dr. Stanbury.

These form letters, in essence, instructed the appointee:

(a) As to shelter -

that the Red Cross had no money for shelter and that this would have to be provided - in private homes preferably but if that was not obtainable then in public buildings furnished with bedding, in most cases by the Army.

This rule was adhered to with three exceptions: at Winnipeg Beach, Kenora and Dauphin, where some evacuees were housed in accommodation normally used in summer weather only. In these cases the Red Cross supplied some fuel and at Kenora up to 50% of the normal rates where tourist cabins were used. The amount of this latter was small.

Plan of Operation (continued)

(b) As to food -

that where the evacuees were destitute either before leaving the point of origin or by reason of being evacuated, food would be supplied by the Red Cross.

At the outset there was some confusion in that Shelter Evacuation had advised in some cases that the rate was \$1.00 or more per day. These initial rates were almost immediately countermanded by circular letter from my section or by telephone, and final instructions were that food assistance should not exceed 60¢ to 75¢ per person per day. Excepting in isolated cases which arose from the original misunderstanding, this rule was adhered to and produced good overall results in terms of cost.

(c) As to clothing -

as you are aware the Red Cross had abundant clothing supplies available in Winnipeg and this stock was made available to all evacuees. Exceptions were met by local buying orders, were few in number, and the total amount in dollars involved was relatively small.

A copy of the form letters which were sent out is attached hereto, Exhibits A, B and C.

(3) Concurrently with the issue of the circulars, representatives were sent to certain points with a high evacuee density in order to test the efficiency of the local organization and to insure the costs being kept to a minimum. Points visited in this connection included Brandon, Winnipeg Beach and Kenora.

Later it became necessary to develop a plan of organized visitation and report by Field Supervisors at all points where evacuees were located in numbers. For this purpose the dispersal territory was divided into seven major areas, as follows:

1. The area immediately west of the Red River and contiguous to the flooded area, extending as far west as Elm Creek, Carman and Morden
2. #3 Highway west of Morden as far as Boissevain
3. #2 Highway west of Elm Creek as far as Glenboro

Plan of Operation (continued)

4. The area centered on Dauphin and extending from McCreary on the east as far as Roblin on the west and as far north as Swan River
5. #1 Highway between Winnipeg and Sidney
6. The area centred on Brandon, Minnedosa and Neepawa
7. The area east of Winnipeg, including Beausejour and Kenora and the points east of but contiguous to the flooded area on the Red River

It was difficult to secure the right type of supervisor to visit these points but ultimately a solution was found in an approach to the larger accounting firms in Winnipeg, five of whom supplied a chartered accountant who in their opinion was qualified to do the work called for in these supervisory visits. The reports turned in by these gentlemen, and others who volunteered their services, were excellent.

Area #1 was covered by Mr. Douglas Scott, C.A., of Sharp, Woodley & Co.

Area #2 was covered by Mr. Fred Harrison, C.A., of Price, Waterhouse & (Co.

Area #3 was covered by Mr. Jack Beech, C.A., of George A. Touche & Co.

Area #4 was covered by Mr. R. A. Robison, C.A., senior partner of Robison, Gerrie, Green & Co.

Area #5 was covered by Mr. W. Christenson of the Canadian Indemnity (Company.

Area #6 was covered by Mr. J. Hillman, C.A., of Laird, Sprague & Co., who have an office in Brandon.

Area #7 was covered in part by Mr. Christenson (who also covered Area #5) and by Mr. Farrell Ross, another volunteer, who covered Garson, Whitemouth, Beausejour and Seven Sisters.

It will be observed that with the exception of Mr. Christenson and Mr. Ross, the field supervision was supplied by accounting firms. All of the Field Supervisors served without cost to the Red Cross.

(4) A step which, due to the exigencies of the situation, had to be developed later and only after careful consideration and consultation with the representative of the Canadian Welfare Council, Miss Touzel, was the

Plan of Operation (continued)

screening process necessary to determine the need of the evacuee. Due to the shortness of time and the size of the dispersal area this had to be largely directed by the field men when they visited the different areas. For that purpose a simple screening form was developed, copy of which is attached hereto, Exhibit D. This was not given multi-copy circulation but a copy was left at each point by the field man to serve as a model for screening. This was coupled with the suggestion that a form somewhat along the same line should be mimeographed at the point and brought into use as soon as possible.

We have no means of determining the efficacy of the screening methods excepting in terms of the overall result, namely, that the needy among some 20,000 evacuees were fed at a cost to the Red Cross not exceeding \$60,000.00.

(5) After the flood peak was reached it was necessary to inform the representatives at the different points as to the procedure which should be followed in directing the return movement of evacuees. The policy in this regard was set largely by Flood Headquarters through public announcement. Directed specifically to needy cases the Red Cross policy is set forth in a telegram, copy of which is attached hereto, Exhibit E.

Problems and Their Solution

Due to the splendid spirit of the local organizations at the points where evacuees were sheltered, there were no major problems but, as could be expected in a mass movement of this description involving so many people, problems did arise. Instances of these are as follows:

(1) At Winnipeg Beach, some 50 miles north of Winnipeg, when wholesale evacuation was imminent Mayor Irwin broadcast an invitation to come to the Beach, which is a summer resort. It is easily accessible by road and in

Problems and Their Solution (continued)

result some 5,000 evacuees (largely from the Winnipeg metropolitan area) settled there. The accommodation was summer accommodation; the weather was cold; stocks of wood were hard to get and were rapidly depleted; but the situation was well handled at the beginning. The Mayor, Mr. Pat Irwin, personally took charge. On May 24th, however, a crisis developed in that the flood peak had not been established and hence no one could determine how long the temporary population would have to be housed. In many cases, bids of purchase or rental were made by wealthier evacuees and other normal summer visitors on cottages occupied by needy evacuees. Concurrently the area was over-populated, sanitary accommodations were consequently overtaxed and, generally, the pressures had become almost unbearable on Mr. Irwin and his committee. The matter was dealt with immediately by the Central Flood Relief Committee under Brigadier Morton and instructions were given to remove the pressure by taking over some of the institutional camps which were available close to the Beach. Mr. Desbrisay of the C.P.R., who was in the area that day, was requested to assist and Miss Touzel sent some qualified welfare workers the same day to assess cases on a test basis. This help was invaluable and the crisis passed, partly by virtue of the flood peak being reached and the natural tendency of people to migrate to their own homes, and partly by judicious advice to the local committee and through it to the evacuees. No mass movement was eventually required.

(2) A problem also developed at Brandon. Through a misunderstanding, the Commanding Officer of the Reserve Army took over the handling of the evacuees at the beginning; this was on the assumption that the military were in control in that Brigadier Morton was directing flood relief in Winnipeg. Colonel S. McLellan did an excellent job but could not continue because of the fact that mobilization orders for the Reserve Army had not been extended to Brandon, although the reserve forces were mobilized in Winnipeg. After approximately

Problems and Their Solution (continued)

one week the local Red Cross developed its own organization with some help from our Mr. Kelly, and the heavy evacuee density in Brandon was handled by it from there on.

(3) A large portion of the evacuees, particularly from St. Boniface and from rural points in the Valley, were French-speaking Catholics and it was impossible to move all of these to localities which were French-speaking and/or Catholic. This problem had to be met locally. It occurred inter alia at Dauphin where it was difficult to billet French-speaking evacuees with English-speaking families. This was solved by housing the majority of evacuees at Dauphin Beach and by installation of facilities for feeding at that point.

(4) There were many problems which arose at the points of dispersal but these were met by local committees who in every case recognized the nature of the emergency and showed a magnificent spirit of understanding and hospitality to the evacuees.

(It is fortunate that the emergency did not last, since, as time went on, a strain would unquestionably have been put on the first good feeling inspired by the emergency.)

Special Incidents

The first special incident chronologically which deserves comment was organized by the Lions Club of Beausejour. It provided a cavalcade of cars to take the first group of evacuees from the Winnipeg Y.M.C.A. to Beausejour (40 miles) on Monday, May 8th. The Club placed the evacuees in good shelter, supervised food assistance, carried on continuous supervision of the welfare of the evacuees and finally returned them by car to Winnipeg. This was an excellent piece of work headed by Mr. Shields, assisted by Mr. Pulfer and Mr. Greenberg, and cannot be commended too highly.



Special Incidents (continued)

At Steinbach, a smaller town also some 40 miles from Winnipeg, a local committee headed by Mayor Barkman heard that some 500 evacuees were arriving in Winnipeg by train from Morris. Here again a cavalcade of cars was organized which met the train at Winnipeg and took the whole load to Steinbach. It was estimated that another 500 also migrated to Steinbach. The Mayor personally visited me in Winnipeg to tell me that the whole group would be taken care of in the Steinbach area without one dollar of cost to the Red Cross. This was an outstanding contribution motivated by a fine public spirit characteristic of the general reaction of people to the emergency which confronted us.

Kenora, Ontario, attracted a large number of evacuees, estimated at some 2,000. Here too the local committee carried on a thoroughly organized piece of work. Each train was met and the evacuees on it directed to the Legion Hall where medical inspection was provided and temporary shelter afforded pending dispersal to more suitable accommodation. All accommodation was first screened and inspected by the committee before evacuees were billeted. The Chief Welfare Officer, Mr. W. B. Powell, using the Ontario Welfare form, screened all evacuees to determine need and the result was most satisfactory in an area of high evacuee density. The work of the local committee cannot be too highly commended in this regard, particularly when it is remembered that Kenora is not in Manitoba and might have been luke-warm to the need.

At Dauphin a job similar to that performed at Kenora was carried on by the local committee headed by Mayor Bullmore. This group also developed a very thorough and complete organization to handle a very difficult situation, arising from the fact that the majority of the evacuees (who were sent by train) came from French-speaking areas whereas Dauphin is predominantly English-speaking.

Special Incidents (continued)

It is impossible in a report such as this to itemize the many individual cases of local organizations which capably met the need. At many of the points there was no call for help from the Red Cross - the whole situation was taken care of by voluntary aid from organized groups among the residents. Among the points of this type to which wholesale evacuation was directed, mention might be made of Killarney where one of the evacuees, on arrival in town, gave birth to triplets.

Recommendations for Future Planning

(1) Unquestionably the attendance of Mr. Colin Herrle from the United States and Dr. Stanbury from Toronto assisted materially in developing proper lines of organization, dictated to them by experience in other disaster areas. This procedure was in my opinion most beneficial here and should be followed in any similar emergency. Too high a tribute cannot be paid to the work of these men in our area.

(2) In a similar emergency it would be my recommendation that a Division such as I had the privilege of heading should be set up ab initio. Originally, I believe, it was the intention that Shelter Evacuation should not only move the flood victims but also care for them at the point of dispersal. This imposed too heavy a burden on one division at a crucial time and, in my opinion, the separation which was later made was beneficial and should be envisaged at the beginning in any future emergency of this kind.

(3) A factor which should be recognized in organizing work of this description in future is that local representatives of the Red Cross are, in many cases, fund-raisers and therefore not necessarily administrators such as are required in an emergency such as we have experienced. Undoubtedly the checking work which was done by Mr. McRae aimed at securing the best possible local talent for direction of the local effort. It was beneficial in this case and might well be recommended for the future.

Recommendations for Future Planning (continued)

(4) As to food - some disruption was caused at the beginning by the wholesale issue of food tickets, particularly in Winnipeg and Brandon, at an overall cost of about 1.50 per day. This, coupled with the daily food figure quoted by Shelter Evacuation of \$1.00 per day or more, caused some difficulty in that both figures were too generous and in some cases were argued as being contractual. In future it would be well if a lower per diem figure were quoted, and where meal tickets are issued that their use be carefully supervised at the restaurants where they are honored. There were some abuses.

(5) It was helpful in this case that the responsibilities of my section were sharply defined, and that another agency of the Red Cross was responsible for the movement of evacuees to the points of dispersal and, on conclusion of the emergency, from these points to the points of origin. This definition could well be followed in a similar case.

(6) It was undoubtedly beneficial in terms of overall cost to have the Red Cross recognized as the sole agency for relief. Confusion would have arisen if there had been any attempt to bring governmental or municipal authorities into the direct chain of delegation. In cases where municipal officials were used, they were used as private citizens and not in their official capacities.

(7) A minor point which is perhaps worthy of comment is that in many cases funds were raised locally for relief purposes. In these cases we laid down the rule that the last money to be used was that of the Red Cross, and that only in cases of established need. This rule could well be observed in future planning.

Conclusion

I append hereto Exhibit F, a statement showing in condensed form the major points where assistance was given. This is almost entirely for food and does not in any way represent the total assistance given to evacuees which, in many cases, was supplied gratuitously in whole or in part by the citizens at the point of dispersal.

It was a distinct privilege to be asked to head up this work under your direction. The whole of your Executive is to be commended on the rapid mobilization of an emergency organization under high stress, and I take this opportunity of expressing my appreciation of the privilege of working under you and your Executive.

I cannot express too deeply my indebtedness to the men and women who shouldered the burden at the points of dispersal. They responded magnificently and evinced a public spirit which only a time like this could bring forth.

As to the men and women who worked directly under me, I am correspondingly in their debt. They gave without thought of time or personal inconvenience throughout the emergency. Particularly in that connection recognition should be made of the services of the accounting firms, of the Canadian Indemnity Company through Mr. Christenson, and of Mr. Farrell Ross.

Mr. Allan Hart, who made an early visit to Kenora, must be commended on his work and on the splendid report which he turned in. His report afforded us a pattern for other points.

After the emergency was over, a further very valuable contribution was made by a group of Winnipeg women who took over the direction of affairs when the original staff had to return to their occupations. This included Mrs. Oliver Jewitt, Mrs. J.D. Killey, Mrs. H. Popham, Mrs. W.G. Neill, Mrs. Heineche and Mrs. Lewsey.

This is my report.

(Sgd.) Walter Macdonald,

Walter Macdonald, F.C.A.

THE CANADIAN RED CROSS SOCIETY

Manitoba Division

Winnipeg, Canada

COST OF SHELTER

1. The Red Cross cannot afford to pay for shelter.
2. Evacuees must be sheltered.
3. Evacuees are presently sheltered as follows:
  - (a) In private homes which for one reason or another have offered shelter. In some of these homes there is a moral obligation to furnish shelter free, e.g. family ties. In others the action is purely altruistic. (In neither case can it be assumed that this shelter will be furnished free for an indefinite period.)
  - (b) Public buildings of one type or another are (or can be) equipped with beds and bedding, e.g.
    1. Churches
    2. Y.M.C.A.'s
    3. Club Rooms
    4. Municipal Halls
    5. Armories

Shelter in churches, Y.M.C.A.'s and clubs suffers from the same disability for the long pull as shelter in private homes: it is good for a time only. This leaves armories and similar buildings as the most desirable permanent means of furnishing shelter and practically free of cost to the Red Cross. These, if used, must have lavatory facilities. Cooking facilities are also useful, of course.

THE CANADIAN RED CROSS SOCIETY

Manitoba Division

Winnipeg, Canada

COST OF FOOD

1. The Red Cross cannot pay for food cost of evacuees if:
  - (a) They can pay their own.
  - (b) They are housed with relatives able to bear the cost in whole or in part, or for a period.
  - (c) The responsibility can be taken in whole or in part by local groups, public or private.

2. In other cases, where absolutely necessary, the local Red Cross representative may provide food at Red Cross expense. For your guidance, 60¢ to 75¢ per person per day is now considered adequate.

Each case will require careful consideration in light of local food costs and the number of children in the family unit, unemployment insurance, mothers' allowance, family allowance, etc.

All commitments for food must be reported and covering invoices approved by the local Committee, forwarded to Red Cross, Winnipeg, at the end of each week.

3. Registration of all families receiving food assistance is essential. A white card such as the attached must be filled out for each family and sent to Red Cross, Winnipeg.

Red Cross Divisions and Branches should apply to Headquarters, Winnipeg Auditorium, for a supply of these cards.

4. This does not apply to hospital patients evacuated.
5. This is approved for distribution to all concerned.
6. For clarification phone Red Cross, Winnipeg, Survey and Intelligence Section, 936-220.

Survey and Intelligence  
May 16, 1950

THE CANADIAN RED CROSS SOCIETY

Manitoba Division

Winnipeg, Canada

USED CLOTHING

1. The Red Cross has on hand a supply of used clothing.
2. If any evacuees in your district require clothing and are unable to obtain their own supplies, please requisition to the Red Cross in Winnipeg through this department.
3. Requisitions should stipulate quantities and sizes of each article under the general headings of:
  1. Men
  2. Women
  3. Children
4. Every effort will be made to fill these requisitions and make shipments within three days of receipt thereof.

Survey and Intelligence  
May 17, 1950

THE CANADIAN RED CROSS SOCIETY

Exhibit D.

Manitoba Division

Winnipeg, Canada

Note: To be made out in DUPLICATE and one copy sent to  
SOCIAL SERVICE DEPT., RED CROSS, WINNIPEG

Date . . . . . 1950

Name . . . . . Age . . . . .  
(Surname) (Christian Names)

Address before evacuation . . . . .  
(Street) (City, Town)

Are you living with relatives? . . . . .

Wife (husband's) name . . . . . Age . . . . .

Children's names . . . . . Age . . . . .

Name . . . . . Age . . . . . Name . . . . . Age . . . . .

Name . . . . . Age . . . . . Name . . . . . Age . . . . .

Name . . . . . Age . . . . . Name . . . . . Age . . . . .

Other Dependents . . . . . Age . . . . .  
(indicate relationship)  
. . . . . Age . . . . .

Have you (or your husband) a regular income? . . . . . Amount . . . . .

Occupation . . . . .

Employer . . . . .  
(Name of firm) (Address)

Are you eligible to receive benefit under any of the following?

Unemployment insurance . . . . . Family Allowance . . . . .

Mother's Allowance . . . . . Pension (indicate source) . . . . .

Other Income . . . . .

Additional information . . . . .

. . . . .

I hereby certify that the above application is true.

Miss  
Mrs.

Mr. . . . .  
(applicant's signature)

(For use by local representatives in screening requests for food)



111 3 N.L.

12.25 p.m.  
May 28th, 1950

Wire:

Red Cross Representatives:  
or Municipal Officials:

1. RAILWAY AGENTS HAVE INFORMATION ON SAFE AREAS GREATER WINNIPEG  
TO WHICH EVACUEES MAY BE ALLOWED TO RETURN
2. IF TRANSPORTATION REQUESTED FROM RED CROSS INVESTIGATE NECESSITY  
EACH CASE
3. IN CASES OF DESTITUTION WHERE NEED IS ESTABLISHED WIRE NAMES  
NUMBER OF ADULTS AND NUMBER OF CHILDREN AND DESTINATION TO SHELTER  
AND EVACUATION RED CROSS WINNIPEG
4. RED CROSS WILL ARRANGE TRANSPORTATION THROUGH COMPANIES HERE AND  
YOUR RAILWAY OR BUS AGENT WILL BE ADVISED AND ASKED TO INFORM YOU
5. NAMES NEED NOT BE SENT BY WIRE WHERE GROUP MORE THAN FIFTEEN BUT  
LIST MUST BE MAILED
6. WE CANNOT PROVIDE LOCAL TRANSPORTATION SERVICE AFTER ARRIVAL IN  
WINNIPEG

THE CANADIAN RED CROSS SOCIETYManitoba DivisionWinnipeg, CanadaANALYSIS OF EXPENDITURES THROUGH COUNTRY REPRESENTATIVESFOR EVACUEE FEEDING, ETC.Inception to July 19, 1950Points at which over \$1,000.00 expended

Brandon	\$9,216.05	Richer	\$1,753.52
Beausejour	5,285.19	Ste. Rose	1,722.38
Dauphin	4,876.80	St. Pierre	1,679.41
Lowe Farm	3,305.52	St. Malo	1,337.96
Ste. Anne	2,718.70	La Broquerie	1,275.32
Letellier	2,511.75	Ste. Elizabeth	1,206.01
Kenora, Ontario	2,287.33	Altona	1,118.21
Winnipeg Beach	2,054.11	Killarney	1,042.01
Lorette	1,858.59		

\$45,248.86

Points between \$500.00 and \$1,000.00

Dunrea	St. Claude	Selkirk
Haywood	St. Joseph	Transcona
Morden	St. Laurent	Woodridge

6,705.26

Points under \$500.00

Alonsa	Great Falls	Portage la Prairie
Arnaud	Grunthal	Ridgeville
Arberg	Gunton	Rosenfeld
Bruxelles	Hudson	Rosenort
Carberry	Iles des Chenes	St. Alphonse
Carrick	Ingolf	St. Ambrose
Charleswood	Inwood	Ste. Amelie
Clandeboye	Kane	St. Francois
Craig Siding	Kirkfield Park	St. Eustache
Deerhorn	Langruth	St. Lazare
Dominion City	La Rochelle	Seven Sisters
Dufrost	Marchand	Sioux Lookout
Elie	Mariapolis	Somerset
Elma	Marquette	South Junction
Eriksdale	Morris	Steep Rock
Fisher Branch	Niverville	Stonewall
Garson	Notre Dame	Stony Mountain
Glenella	Oakbank	Swan Lake
Glenmoor	Otterburne	Vassar
Glenora	Pine Falls	Whitemouth
Grand Beach	Poplar Point	

6,121.92Total, inception to July 19, 1950\$58,076.04

THE CANADIAN RED CROSS SOCIETY

DISASTER SERVICES

RED RIVER FLOOD DISASTER - 1950

REPORT NO. 2

REPORT OF SHELTER AND EVACUATION COMMITTEE

BY

MESSRS. J. ROSS MURRAY AND W.S.M. LANG

Issued by  
National Headquarters  
Canadian Red Cross Society  
95 Wellesley Street East  
Toronto, Ontario

July, 1950.

To: Mr. R. G. B. Dickson  
President  
Manitoba Division  
Canadian Red Cross Society

In response to your request we submit herewith a report on the functioning of the Shelter and Evacuation Section (non-medical) of the Red Cross Flood Relief Organization during the recent flood emergency in Winnipeg. For convenience this report has been divided into four main sections as follows:

- 1) Responsibilities
- 2) Organization
  - a) Duties of personnel
  - b) Plan of operation
- 3) General Review
- 4) Problems and Recommendations

1) Responsibilities- Shelter & Evacuation Section

The duty of this section was to receive evacuees at Greater Winnipeg railway stations or at Red Cross headquarters in the Civic Auditorium, and to be responsible for their transportation, care and maintenance until delivered to Red Cross reception committees established by this section at out-of-town points, or delivered to City Emergency Housing. The responsibility of City Emergency Housing was confined to residents of Greater Winnipeg unwilling to leave the city.

2) Organization

Organizational chart is attached. (See appendix I)

a) Duties of Personnel

i) Committee Headquarters

Responsible for organizational procedure and problems and for acting as liaison with all other Red Cross sections to ensure that over-all Red Cross policies are carried out.

To act in a general supervisory capacity to see that the operation proceeded smoothly and efficiently.

ii) Evacuation Control

The O. C. was the operational director of evacuations and was responsible for making decisions as to how, when and where movements of evacuees would take place. He co-ordinated the efforts of the three sub-committees under his control and was responsible for seeing that evacuees were moved as quickly as possible to permanent quarters.

iii) Movement Control

This sub-committee was responsible for all matters relating to out-of-town transport by rail or bus. Also arranged transport for medical section upon request. (see appendix II)

Responsibility also included the maintenance of Red Cross Posts at each Railway Depot and assigning and briefing Red Cross representative (O.C. Train or Bus) in charge of each evacuee movement. (For duties of O.C. Train or Bus see appendix III)

Transportation companies supplied one Railway representative and one Bus representative on twenty-four hour duty as required to work with this sub-committee, and this was found to be very advantageous.

Transportation within Greater Winnipeg was supplied by a separate section of Red Cross.

For detailed duties of Movement Control. (see appendix IV)

iv) Care and Maintenance

This sub-committee was responsible for seeing that food, clothing and other essentials were supplied as required to all evacuees while under control of the Shelter and Evacuation section. This included the general welfare of evacuees while in temporary in-transit shelters

operated by Shelter & Evacuation section. Also the supplying of bed or bedding if required to accompany evacuees when being moved by rail.

This sub-committee acted in a liaison capacity only, and made requisition on the appropriate Red Cross section (e.g. Food & Clothing Section, Red Cross Control, etc.) for material required. (For duties see appendix V)

v) Placement Control

The duties of this sub-committee involved the reception of evacuees, provision of temporary in-transit accommodation, and arranging for placement of evacuees in out-of-town points.

As rail and bus movements were generally initiated during the day, in-transit shelters were maintained for overnight sleeping, the general plan being to fill up the shelters at night and clear them during the day. A special shelter for women and small children was maintained at Red Cross Headquarters in the Auditorium. O. C. Shelter was responsible to maintain adequate shelter accommodation ready for immediate use and additional standby accommodation which could be readied for use on short notice. He was also responsible to keep O.C. Placement posted on the number of evacuees in shelters.

The Auditorium Hall was used as the central receiving area for evacuees. Here evacuees were registered, fed and provided with clothing and medical attention if necessary.

Sleeping accommodation was available for evacuees arriving late at night but as a general rule this receiving area was cleared of evacuees at frequent intervals. O. C. Auditorium Hall was responsible

for keeping O.C. Placement advised of numbers awaiting evacuation and for supervising the movement of evacuees out of this receiving area.

Out-of-Town Placement was responsible for maintaining up to date records of available out-of-town accommodation. This involved frequent telephone and telegraph communication with mayors or chairmen of local Red Cross reception committees. All offers of out-of-town accommodation were referred to and acknowledged by this sub-section.

SURVEY  
NOW

Liaison with out-of-town points was briefly as follows:-

- 1) Mayors of all Manitoba towns with population of over 500 were contacted by telegram with request that they advise amount of accommodation available.
- 2) When it appeared likely that a group of evacuees were to be sent to a particular town the local official on record was contacted by telephone, advised of the possible movement, requested to confirm the accommodation then available and if not previously contacted given an outline of the organization and procedure which was requested of him. (see appendix VI)
- 3) On confirmation of the movement the local official was again contacted by telephone or if time permitted by telegram advising him of the approximate number of evacuees, transportation agency and approximate time of arrival.
- 4) On despatch of evacuees local official advised by telegram or if destination close to Winnipeg by telephone.

Recording of available accommodation and numbers of evacuees despatched, was maintained on a visual chart and in addition in a card index file

which also recorded the dates of despatch. All offers of accommodation were kept in files.

O. C. out-of-town was responsible for keeping O.C. Placement advised of available accommodation by size groups.

O. C. Placement was responsible for keeping O.C. Evacuation advised as to the numbers awaiting evacuation to out-of-town points and accommodation available in out-of-town points.

(For detailed duties of Placement see appendices VII, VIII, IX and X)

vi) Telephone Desk

As a result of the volume of incoming calls, it was found desirable to establish this desk where enquiries could be answered, or calls channelled to the appropriate person.

b) Plan of Operation

Sources of Evacuees

- 1) Refugee trains arriving from Red River Valley points containing evacuees in large groups.
- 2) Out-of-town residents arriving at Civic Auditorium, having proceeded by independent means or with Flood Control assistance.
- 3) Greater Winnipeg residents assembled in groups in Greater Winnipeg flood areas. (e.g. - St. Boniface)
- 4) Greater Winnipeg residents arriving at Civic Auditorium by independent means.

In-transit disposition of Evacuees

- 1) The Civic Auditorium was maintained as a central receiving area where evacuees were registered, fed, and clothed when necessary. Temporary sleeping accommodation for 500 was provided if required.



- 2) Temporary shelters were provided for those awaiting transfer to out-of-town points. (e.g. Y.M.C.A., Chippawa, Sparling Hall, etc.) Accommodation was maintained for 500. Temporary shelters for an additional 500 could have been made available on two hours notice.

#### Permanent Disposition of Evacuees

- 1) All out-of-town residents, and Greater Winnipeg residents when they could be persuaded, were evacuated to out-of-town points where a Red Cross Committee had been established and arrangements made to receive and care for them.
- 2) Greater Winnipeg residents refusing to leave Winnipeg were turned over to City Emergency Housing and were quartered in Greater Winnipeg by them.

#### Method of Operation

O. C. Evacuation was kept fully informed at all times by his sub-committee O.C.'s of:-

- 1) Expected arrival of evacuees in Greater Winnipeg by train or otherwise.
- 2) Number of evacuees in Civic Auditorium and temporary shelters.
- 3) Out-of-town points ready to receive evacuees, graded as to priority and size.

When in his judgment a movement of evacuees was justified, he issued an Evacuation Movement Order (see appendix XI) This carried all necessary detailed information and was immediately circulated to all interested personnel for action.

When considering an evacuation movement, O.C. Evacuation was guided by these principles:-

- i) Refugee trains whenever possible be re-routed to out-of-town points without stopping except for provisions in Winnipeg.

- ii) Civic Auditorium and temporary shelters to be cleared as quickly as possible.
- iii) Evacuees to be moved only in groups and to an out-of-town point of Red Cross choosing. A group was considered generally to consist of a minimum of 15 persons where transport was by scheduled train or bus lines. Special train or bus groups consisted of 250 by train and 1 bus load (30) by bus. Only under special circumstances (see appendix XII) did Red Cross provide transportation for individual evacuees proceeding to a destination of their own choice.
- iv) Evacuees if possible to be placed in congenial receiving areas.  
(e.g. language, racial problems)

### 3) General Review

In the early stages of the emergency, temporary accommodation of evacuees was principally effected by the Red Cross through billeting in military barracks (Navy and Airforce) and in hotels. It soon became evident that such a system was inadequate as Red Cross was unable to exercise effective control over space available or, in the case of hotel billeting, maintain sufficiently close contact with evacuees. Faced with the prospect of large scale evacuation it was decided that a main central receiving area should be established where evacuees could be assembled and where their immediate needs could be taken care of. In this connection and also because of the need for a large working area for Red Cross Emergency Headquarters the Civic Auditorium was taken over.

In addition, arrangements were made for in-transit shelters (Y.M.C.A., Sparling Hall etc.) where the available accommodation was under complete Red Cross control. This was a very satisfactory working arrangement and through close and continuing co-operation the reception and despatch of evacuees proceeded smoothly.

It was possible during the evacuation period to discern several fairly well defined phases. In the initial stages we dealt with evacuees who had been evacuated from their homes in outlying towns by Army or R.C.M.P. under extremely emergent conditions. These required considerable assistance on arrival at Red Cross and in many cases were in an exhausted condition. These people required little persuasion to agreeing to be moved in groups to out-of-town points.

While cases such as the above continued to come in as flooding proceeded northward the second phase witnessed a large number of people who had left their homes in advance of the flood waters, reporting to Red Cross. Many of these wished to remain in Winnipeg and when it was explained to them that City Emergency Housing would only accommodate residents of Greater Winnipeg, requests were received for transportation to out-of-town points of individual selection (to relatives, etc.) Similar requests were received in large numbers from Winnipeg residents. As a general rule these requests were not granted, it being Red Cross policy throughout that except in special cases (see appendix XII) evacuation would be in groups to towns where reception arrangements had been made by Red Cross. When possible, efforts were made to send people to places of their choosing if a Red Cross movement to that place was in prospect or if private transportation on a voluntary basis was available.

The third phase was largely characterized by welfare problems, requests for uniting separated families, requests for return to Winnipeg, etc. This phase commenced with the leveling off of the river rise and increased in importance as the river showed signs of receding. Actual evacuation by this time had dwindled to a few isolated cases and a material reduction in evacuation staff was effected. This was followed by a handing over to the "Rainbow" organization with the evacuation organization standing by in the

event of a further emergency.

The actual number of people (non-medical cases) evacuated by the Red Cross, some 4,000 in all, was, we believe, considerably less than the organization could have handled. The guiding principal in setting up the organization was to make provision for handling tens of thousands, - if events proved that only a few hundred required evacuation, so much the better.

Out-of-town accommodation offered direct or through other flood agencies totalled some 37,000 in the Province of Manitoba while accommodation offered from points outside but adjacent to the Province exceeded 16,000. Other offers were received from more distant areas but it is significant to note that in an area readily accessible to Winnipeg the Red Cross had available space for many times the numbers actually placed.

This fact in itself constituted a minor embarrassment as many areas found it difficult to understand why their accommodation had not been utilized. Because of this a letter (see appendix XIII) explaining the situation was despatched to all Manitoba points. Red Cross headquarters communicated with Red Cross Divisions in other provinces in a similar manner.

Dealing with the various transportation agencies was greatly facilitated by their assigning railway and bus representatives to the Movement Control desk. By this means they were better able to understand and appreciate our problems and their own men were better qualified to make arrangements for transportation required. All railways and bus companies were extremely co-operative and helpful.

In staffing the organization no difficulty whatever was experienced. In fact our only difficulty was in finding jobs for the people that volunteered their services, - we had to turn down many offers. For nominal roll of

organization personnel (see appendix XV)

4) Problems and Recommendations

- a) Three independent agencies dealt with evacuees - the Army & R.C.M.P., City Emergency Housing and Red Cross. The sphere of influence of each of these agencies was eventually clearly defined as follows:-

Army & R.C.M.P. operated in flooded areas, assisting evacuees in reaching Winnipeg either by rail or otherwise. On arrival at railway depots or Civic Auditorium evacuees became the responsibility of Red Cross.

City Emergency Housing placed Greater Winnipeg evacuees desiring to be quartered within Greater Winnipeg.

Red Cross received out-of-town evacuees arriving in Winnipeg, and Greater Winnipeg evacuees willing to leave Greater Winnipeg and was responsible for establishing them in out-of-town receiving points.

This division of responsibility proved to be a satisfactory basis of operation, but it was found that the closest co-operation was necessary between the 3 agencies, and the duties of each were clearly defined, and constant liaison maintained.

- b) Initially evacuees were registered on single cards and these cards were given by Evacuee Records Committee to Shelter and Evacuation Committee for evacuation purposes. It was quickly found that too much time and effort was exhausted in dealing with evacuees by name and a new system of registration was devised. (see appendix XVI)
- This new system was found to be satisfactory inasmuch as it permitted evacuees to be dealt with as groups of card holders rather than as individuals, which is essential in any large scale movement.

- c) 24 hour operation was maintained by 3 8-hour shifts. It was found difficult for the out-going shift to give complete information on all pending and completed matters to the in-coming shift in spite of a short overlap. To minimize this difficulty it was suggested that 2 12-hour shifts would be more practical. We had no evidence that under emergency conditions a 12 hour stretch of duty would prove unduly exhausting to personnel.
- d) In spite of countless requests for individual transportation to a selected destination, a policy was maintained of moving evacuees only in groups. This policy undoubtedly led to some cases of inconvenience and perhaps hardship, but we were of the opinion that it was the only practical policy when it was necessary to operate and maintain an organization capable of handling large scale evacuations without notice.
- e) Complete co-operation and untiring effort was shown by all personnel associated with this committee. It is felt, however, that time could be saved and possibly greater efficiency obtained if key personnel were selected by Red Cross and retained on call so that they would be immediately available in the event of a future emergency.
- f) While the Auditorium hall proved entirely suitable as an assembly place for evacuees, some confusion existed at busy times from the number of agencies operating in such close proximity (e.g. I.O.D.E. clothing, canteen, sleeping, dike workers, etc.) While it was appreciated that these should be under one roof, some thought might have been given to planning some degree of segregation, particularly with regard to evacuees awaiting removal.

The excellent cooperation of all committees of the Red Cross Emergency Organization was sincerely appreciated, and greatly facilitated the work of the Shelter and Evacuation Committee.

(Sgd.) J. Ross Murray

(Sgd.) W. S. M. Lang

Co-Chairmen  
Shelter and Evacuation Committee

ORGANIZATION

SHELTER & EVACUATION COMMITTEE

APPENDIX I

Committee Headquarters

Co-Chairman  
Co-Chairman  
1 Steno.

Evacuation Control

1 O.C.  
1 Asst.  
1 Steno.

Telephone Desk

4 Operators  
Incoming Calls

Movement Control

1 O.C.  
1 Asst.  
1 Asst.

Care & Maintenance

1 O.C.  
1 Asst. O.C.  
1 Steno.

Placement Control

1 O.C.  
1 Steno.

Rly. & Bus Representative

1 Railway  
1 Bus

Train Personnel

1 Depot Post - C.N.R.  
2 Asst. Depot Post  
1 Depot Post - C.P.R.  
2 Asst. Depot Post  
6 O.C. Train or Bus  
Assts. as required

Shelters

1 O.C.  
1 Asst.

Auditorium Hall

1 O.C.  
1 Asst.  
1 Dispatcher  
1 Asst. Dispatcher  
1 Liaison  
Guides as required  
Emergency Housing  
Loading Point.

Out-of-Town

1 O.C.  
1 Asst.  
1 Steno.  
1 Steno.



APPENDIX II

RE: EVACUATION OF HOSPITAL PATIENTS AND OTHERS REQUIRING HOSPITAL CARE

The Medical Committee has assumed the responsibility for the evacuation of all hospital patients and any individuals who require handling by medical personnel. All enquiries regarding this classification of evacuee has to be referred to Hospital Committee.

In any hospital evacuation the sole responsibility of Shelter and Evacuation Committee is of liaison with Medical Committee to lay on hospital trains. This will be the duty of the Movement Control.

DUTIES O. C. TRAIN OR BUS

O. C. Train or Bus is official Red Cross representative in charge of evacuee party. He is required to:-

- 1) Assemble whatever staff he believes necessary to handle the trip.
- 2) Ascertain the number of names of Medical personnel, if any, (from Medical and Nursing) and Registrars who will accompany the trip (from Evacuee Registration).
- 3) Determine the whereabouts of his charges, for example, 75 at Y.M.C.A., 25 at Auditorium, etc.
- 4) Determine what form of transportation is to be used:-
  - A. If by train:
    1. What line (C.N.R., C.P.R.)
    2. Point of departure
    3. Time of departure
  - B. If by bus:
    1. What bus line
    2. How many buses
    3. Point of departure - Bus Depot, Auditorium, etc.
- 5) Check on food, supplies, etc. He should make sure of number of adults, babies, etc. in order to check if rations are sufficient and proper.
- 6) If movement is to depart from Bus depot or Railroad depot he should check that local transportation has been arranged to get them there..
- 7) Obtain a travel warrant from an authorized agent of Movement Control for the transport of his charges. This warrant should include first class accommodation for Red Cross personnel including berth and meal tickets.

If the group is going by rail he should get to the depot in time to take the travel warrant to the ticket agent and exchange it for:-

- A. The number of one way fares necessary for his charges.
- B. Return tickets, berths (if necessary) and meal tickets for his Red Cross Staff.

APPENDIX III CONTINUED

- 8) Shortly before departure assemble his entire staff and:-
  - A. Go to railroad depot or bus depot to meet his charges.
  - B. Assign people to go to various pickup points to meet buses if pickups are to be made from several places.
- 9) Accompany the people to their destination and see they are turned over to the proper people there. Obtain before leaving Movement Control desk the name of the official to whom he will report at destination.
- 10) Be sure his travel warrants record the correct number of fares (full and half) and also any berths or meals which were required.
- 11) Report back to Movement Control when movement is completed and make a report and see that the proper number of fares, meals, berths, etc. are entered in movement control book. Return any unused tickets or meal tickets to Movement Control.
- 12) At destination, see that any Red Cross equipment not required at destination is returned to Red Cross.

DUTIES OF O/C MOVEMENT CONTROL

1. Regularly enquire from Railways and Control as to possible incoming evacuee movements.
2. Upon being advised of incoming train movements:-
  - a) Ascertain following details:-
    - i) from where train coming
    - ii) number aboard
    - iii) food required
    - iv) medical cases aboard and number
    - v) approximate time of arrival
    - vi) place of arrival
  - b) Advise O. C. Evacuation of details in (a) above and alert O.C. Depot.
  - c) Await instructions from O/C Evacuation as to destination of movements.
  - d) Upon being advised by O/C Evacuation that evacuees are to be moved out-of-town:-
    - i) Make tentative train or bus arrangements alerting O.C. Depot and on receiving signed copy of Evacuation Movement Order confirm train or bus arrangements.
    - ii) Appoint and instruct O.C. Train or Bus (with asst. if necessary) as official Red Cross representative in charge of movement.
    - iii) Complete transportation travel warrant for evacuees and Red Cross personnel. (see appendix XIV)

APPENDIX IV CONT'D.

- iv) Obtain transport (from Transportation) necessary to take Red Cross personnel to Depot.
  - v) Upon return of O. C. Train or Bus send memo of important details to O. C. Evacuation.
3. Upon being advised by Placement of outgoing movement from Auditorium or City Shelters:-
- a) Follow instructions above under 2 (d) and
  - b) If movement is by train - arrange transport (through Transportation) to take evacuees to train.
4. Record full details of Movement in Movement Control Book.
5. Leave brief memo of your Department's doings during your shift and matters requiring follow-up by relieving shift.

DUTIES O/C CARE & MAINTENANCE

1. Provisioning evacuee trains and busses for journey.
2. Arranging for special supplies - beds, blankets, etc. required by out-of-town points to accompany evacuee party. Note:  
Provisioning of out-of-town points the responsibility of Survey and Intelligence Section after initial despatch of evacuees.
3. Equipping (beds, blankets, etc.) and if necessary provisioning Red Cross intransit shelters.
4. Visiting intransit shelters to ascertain condition and special requirements (medical, clothing, religious) of evacuees.

## APPENDIX VI

### ORGANIZATIONAL PROCEDURE TO BE DIRECTED TO MAYORS

When initial telephone contact is made with the Mayor of any town which has offered accommodation for evacuees, particular attention should be paid to advising the Mayor in detail of the organization which he should construct for the reception of evacuees. The following points may be used as a guide in this matter.

- 1) The Mayor should be advised that we cannot arrange here to evacuate people to individuals or individual families in out-of-town points.
- 2) Our evacuation arrangements with out-of-town points must be made with a local committee organized to fully control all local accommodation and placement of evacuees. This organization, if at all possible, should be termed a Red Cross Committee.
- 3) The organization or Committee should be represented by a person who is recognized by all groups in the town as the responsible official and we will in future deal with him or his representative.
- 4) With such an organization at the receiving point, we are authorized to advise them that if they will keep an account of the expenditures made for feeding evacuees, they will, if necessary, be reimbursed by the Red Cross on the basis of \$1.00 \* per day per evacuee. \*
- 5) If the local organization finds that additional supplies of beds, bedding, medical supplies, etc. are needed to care for evacuees, they may request such supplies from the Red Cross by contacting Red Cross Flood Headquarters, Survey and Intelligence Section, Telephone Winnipeg 936 220.

\* subsequently reduced.

APPENDIX VI CONTINUED

- 6) All matters with regard to evacuee accommodation, available space, etc., should be referred to Shelter and Evacuation Section, Telephone Winnipeg 936 158.
- 7) We would appreciate periodic reports on space still available.



DUTIES OF O/C PLACEMENT

O/C must know at all times:-

1) Evacuees waiting to be moved:-

In Shelters (from Shelter)

In Main hall (from Main hall)

2) Accommodation available:-

In Shelter (from Shelter)

In Main hall (from O/C Main hall)

Out-of-town point by size (from out-of-town)

500 and up

250 - 500

100 - 250

50 - 100

Under 50

3) Possible evacuation plans by train or otherwise.

4) From above information he suggests move to O/C Evacuation bearing in mind:-

a) Number to be moved

b) Destination

He must aim to:-

a) Keep main hall cleared as soon as group assembled.

b) Keep shelters cleared as quickly as possible.

c) Endeavour to shift directly from main hall to permanent destination.

5) When move is planned, he must:-

a) Alert place at which evacuees will be received.

b) Alert shelters of movement therefrom.

c) Alert O/C Auditorium Hall.

6) Post man at City Emergency Housing.

## APPENDIX VIII

### DUTIES - SHELTER

1. List shelters available and have reserve which can be prepared on short notice.
2. Have list of empty beds in shelters.  
Have list of full beds in shelters.
3. Place blue card evacuees with City Emergency Housing.

APPENDIX IX

DUTIES - OUT-OF-TOWN

- 1) Keep complete list of offers of out-of-town accommodation.  
Acknowledge all offers received.
- 2) Arrange out-of-town accommodation offers in order of accessibility.
- 3) Keep list of immediately available accommodation for next evacuation by size:-
  - 500 and up
  - 250 - 500
  - 100 - 250
  - 50 - 100
  - Under 50
- 4) When initial placement made at a point, advise Intelligence  
Survey of name of official to contact and number placed. Further  
contact concerning evacuees resident at that point is between  
local designated official and Red Cross Intelligence Section.  
(Phone 320 - Mr. Sheppard)
- 5) Keep record by towns of evacuees sent and accommodation still  
available.

DUTIES - O. C. AUDITORIUM HALL

- 1) Maintain record and keep O/C Placement advised of numbers of evacuees waiting out-of-town placement.
- 2) Assist registration personnel in Auditorium Hall in special problems relative to evacuation.
- 3) On instructions of O/C Placement supervise the assembly and embarkation of evacuees from Auditorium.
- 4) Assemble evacuees of the Greater Winnipeg Area requiring accommodation through City of Winnipeg Emergency Housing.

RED CROSS

APPENDIX XI

EVACUATION MOVEMENT ORDER NO. \_\_\_\_\_

TIME \_\_\_\_\_

DATE \_\_\_\_\_

Evacuees are to be moved as follows:

FROM	DESTINATION	VIA	LOADING POINT	TIME OF DEPARTURE C.D.T.
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

O.C. Placement is, if necessary, to deliver evacuees in good time to railway or bus depot.

Movement Control Representative in charge of movement is \_\_\_\_\_

O. C. Care & Maintenance is to provide (a) Food (b) Other

Information & Registration will please assign adequate in-transit registration personnel with instructions to report to the above-named Movement Control Representative. Number of personnel so assigned to be immediately communicated, by memo, to O.C. Movement Control, Shelter & Evacuation Section.

Medical & Nursing will please assign any necessary Medical personnel, with instructions to report to above-named Movement Control Representative. Number of personnel so assigned to be immediately communicated by memo to O.C. Movement Control, Shelter and Evacuation Section.

O. C. Movement Control is to provide transportation warrant for above evacuees and for accompanying Red Cross personnel.

Movement Control Representative is to carry signed transportation warrant, indicating approximate number of evacuees and Red Cross personnel on movement.

Movement Control Representative is to report by phone or wire to O.C. Movement Control exact number of evacuees in his charge and expected time of delivery. Exact numbers to be verified thereon by his signature before delivery to the Rail or Bus Company.

O. C. Movement Control is to advise O.C. Evacuation of departure and progress of movement immediately any information is received.

O.C. Placement is to advise receiving points, size, and expected time of arrival of movement.

\_\_\_\_\_  
O. C. Shelter Evacuation

APPENDIX XI CONT'D.

Distribution:

For Action

O.C. Shelter Evacuation  
    O.C. Movement Control  
    O.C. Placement Control  
    O.C. Care & Maintenance  
    O.C. Train or Bus  
O.C. Information & Registration  
O.C. Medical & Nursing.

For Information

Red Cross Control  
Survey & Intelligence  
Railway Representative  
Red Cross Press & Radio

ISSUE OF TRAVEL WARRANTS TO INDIVIDUALS AND SMALL INDIVIDUAL GROUPS

Red Cross Control authorized Co-Chairmen, Shelter and Evacuation Section and designated assistants to approve the issue of travel warrants in emergent or special cases. For purposes of this order authorized assistants are O/C Evacuation Control for each shift.

It is impossible to clearly define what is a special or emergent case but the following examples may provide a guide:-

- 1) All evacuees whose registration card has been stamped by Medical with the request from the Medical Division that a warrant be issued.  
(This would include aged and infirm evacuees, etc.)
- 2) Groups of 15 or more who have organized themselves to go to friends or relatives at some out-of-town point within the Province of Manitoba including the Kenora district and who can definitely establish that these arrangements have been made. In such a case individuals in a group must be prepared to provide the actual address to which they are going. Also the travel warrant is to be made out to one person of that group who will be designated as the senior, and shall be a group warrant for so many persons made out to a single destination.
- 3) Individual cases such as a man wishing to proceed out-of-town to pick up his cattle that are in danger of being drowned or starved, etc.

;

Movement Control section will be responsible for issuing the warrant on the O.K. of the persons authorized to approve.

NOTE: As all evacuees are to be held in Auditorium Hall, the Placement Control man in charge of the Auditorium Hall will undoubtedly have these cases referred to him. Having in mind the general principles laid down above he should be prepared to recommend to the persons authorized to approve these warrants whether a warrant should or should not be issued. It is imperative that requests for such warrants be carefully screened and the issue of such warrants be held to a minimum.



THE CANADIAN RED CROSS SOCIETY  
Manitoba Division  
Provincial Headquarters, 226 Osborne Street North  
Winnipeg, Canada

APPENDIX XIII

May 23rd, 1950.

TO CHILDREN FLOOD EVACUEE COMMITTEES:

You have no doubt learned that the disastrous flood conditions in the Red River valley have, in the past day or so, shown some signs of stabilizing. While a very dangerous condition continues to exist, we are, at the present time, experiencing a lull in the activities of our emergency Red Cross evacuation organization.

This lull has, for the first time, afforded us an opportunity to direct a message to the many cities, towns, and municipalities in Manitoba who have so spontaneously opened their hearts and homes to those who have been rendered homeless by the flood waters.

To all of you we send our heartfelt thanks for your generous offers of assistance. Our problem of evacuation, from the outset, was one of preparing for the placing of tens of thousands of people in points outside the flooded area. Our hope was that we would find ourselves over-prepared in this respect. Without the immediate offers of accommodation which came pouring in from all directions, we would have found it impossible to face up to our problem.

The total accommodation offered in Manitoba points outside the danger area, and recorded by Red Cross, is approximately 37,000. To such points, Red Cross has sent approximately 4,000, while another 14,000 proceeded independently, and have been reported to Red Cross, leaving an available reserve of 19,000. These areas which have been called upon to receive evacuees have done a magnificent job.

The selection of areas to which evacuees were directed by Red Cross, while made under conditions of extreme urgency, were influenced by such factors as immediate accessibility, hospital facilities, and the exigencies of the moment. These areas who are standing ready to receive evacuees, constitute our first line of reserve, and are of vital importance in our planning. We urge that such communities do not permit themselves to feel that their offers are being disregarded here, or that they are not able to play a part. They are definitely playing an important part, and we hope will continue to stand by until the flood waters have receded below the danger point.

We are still in a state of emergency, and there is no assurance as yet, that we will not be faced with a further large scale evacuation. This letter is but an interim report to you, your committee, and the people in your area whose wonderful co-operation has made it possible for us to give assurance to those who have been driven out of their homes, that they have a home to go to.

Shelter & Evacuation Committee  
Canadian Red Cross, Manitoba Division.

## CANADIAN RED CROSS SOCIETY

APPENDIX XIV A

## DISASTER COMMITTEE

O R I G I N A LT R A N S P O R T A T I O N                      R E Q U E S TWINNIPEG, Man., \_\_\_\_\_, 1950.  
(date)

TO:

TICKET AGENT, (Indicate which Company)  
WINNIPEG, Man.☐ Canadian Pacific Ry.☐ Canadian National Rys.☐ \_\_\_\_\_ Bus Lines.Kindly furnish \_\_\_\_\_ with following  
transportation:-No. of  
One-Way FaresCoach ClassDestination


Also, please issue round-trip coach class transportation for Red Cross  
personnel as follows:-

No. \_\_\_\_\_ From Winnipeg to \_\_\_\_\_ and return.

CANADIAN RED CROSS SOCIETY

Per \_\_\_\_\_  
(Evacuation Officer)

Received the above tickets:-

\_\_\_\_\_  
(Signature)  
Red Cross Society Escort

## CANADIAN RED CROSS SOCIETY

APPENDIX XIV B

## DISASTER COMMITTEE

D U P L I C A T ET R A N S P O R T A T I O N                      R E Q U E S TWINNIPEG, Man., \_\_\_\_\_, 1950.  
(date)

TO:-

TICKET AGENT, (Indicate which Company) ☐ Canadian Pacific Ry.  
WINNIPEG, Man. ☐ Canadian National Rys.  
☐ \_\_\_\_\_ Bus Lines.

Kindly furnish \_\_\_\_\_ with following  
transportation:-

<u>No. of</u> <u>One-Way Fares</u>	<u>Coach Class</u>	<u>Destination</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Also, please issue round-trip coach class transportation for Red  
Cross personnel as follows:

No. \_\_\_\_\_ From Winnipeg to \_\_\_\_\_ and return.

CANADIAN RED CROSS SOCIETY

Per \_\_\_\_\_  
(Evacuation Officer)

Received the above tickets:-

\_\_\_\_\_  
(Signature)  
Red Cross Society Escort

NOMINAL ROLL

Shift 8:00 a.m. - 4:00 p.m.

	<u>NAME</u>	<u>ADDRESS</u>	<u>PHONE</u>
Co-Chairman	W.S.M. Lang	Ste.12 Winston Apts.	48-887
Co-Chairman	J. R. Murray	236 Elm Street	401-010
Steno.	Miss E. Hay	339 Yale Ave., Transcona	Trans. 302

EVACUATION CONTROL

O.C.	J. R. Reid	249 Elm Street	402-941
Asst. O.C.	Miss B. Allen	267 Harvard Ave.,	41-708
1 Steno.	Miss P. Baker	1 Stuart Court	725-447

MOVEMENT CONTROL

1 O.C.	A. R. Little	258 Oxford Street	404-188
1 Asst.	Geo. A. Russel	708 McMillan	404-781
1 Asst.	Mrs. J.S. Lightcap	16 Ruskin Row	46-251
	(Can. Pac.) E. G. Rennels	484 Borebank	405-013
1 Railway	(Can. Nat.) Mr. Woods	#814 Fort Garry Hotel	928-251
1 Bus	R. Molleken	Ste.4, 256 Edmonton	925-305 (Res.) 924-877 (Off.)
1 Depot Post O.C. (CNR)	Mrs. D. Atkinson	683 Union Ave.	55-836 (Res.) 25-871 (Off.)
1 Asst.	Ron Watson	154 Scott St.	45-668
1 Asst.	Harold Green	563 Sherburn	33-693
1 Depot Post O.C. (CPR)	Manned by	<u>Central Volunteer Bureau</u>	at moment.
	Mrs. Courland		
1 Asst.	Miss Lungren		
	Mrs. Sanders		
1 Asst.	Mrs. Mounce		
O.C. Train or Bus	Bill Schultz	417 St. Regis Hotel	923-031
O.C. " " "	Bob Anderson	503 Ferry Rd.	65-967
O.C. " " "	Allen Holden	626 Furby	23-474
O.C. " " "	George Rae	1099 Wolesley	33-736
O.C. " " "	Charles Joyce	4 Crescent Crt.	41-075 (Res.) 88-391 (Off.)
O.C. " " "	Jack Bevis	271 Waterloo St.	401-716 (Res.) 42-373 (Off.)

APPENDIX XV CONTINUED

CARE & MAINTENANCE

1 O.C.	J. E. Yarnell	186 Elm St.	402-536
1 Asst.	H. R. Facey	126 Bourkvale Dr.	65-591
1 Sten. Asst.	Ada Roe	(Home - 26 Middlegate Living - 564 Ash)	37-318 402-173

TELEPHONE DESK (INCOMING CALLS)

1 Operator	Mrs. O. Ingo	4 Mall Plaza Apts.	31-077
1 Operator	Mrs. Vera Popham	969 Garfield St.	22-517
1 Operator	Miss Marion Watson	1212 Wellington Cresc.	402-794
1 Operator	Miss Betty Armstrong	348 Victor Street	39-257

PLACEMENT CONTROL

1 O.C.	J. Campbell	485 Brock Street	402-912
1 Steno.	N. Lamb	532 Tylehurst Street	31-750
1 Shelter O.C.	Alex. Proudfoot	325 Mandeville St.	932-411 (Off.)
1 Asst.	J. F. Funnell	294 Woodlawn St.	61-637
Runner	Miss Jane Faulkner	61 Ash St.	403-142
1 O.C. Auditorium	Hall J.D. Graham	219 Harvard Ave.	44-277
1 Asst.	Morley Jamieson	517 Langside St.	33-126
1 Dispatcher	Ron Filbey	99 Lindsay St.	403-578 (Res.) 932-411 (Off.)
1 Asst. "	W. G. McLennen (Mrs.)	12 Dorchester Apts.	46-431
1 Liaison Emergency Housing Loading Point	A. D. Thompson Louis Jacoul	26 Brussels Apts.	48-774
1 O.C. Out-of-town	F.L. Dickenson	49 Fulham Ave.	402-062
1 Asst.	Col. A. Thompson	292 Beaverbrook	402-002

APPENDIX XV CONTINUEDShift 4:00 p.m. - 12:00 midnight

	<u>NAME</u>	<u>ADDRESS</u>	<u>PHONE</u>
Co-Chairman	W.S.M. Lang	12 Winston Apts.	48-667 (Res.) 969-375 (Off.)
Co-Chairman	Ross Murray	236 Elm Street	401-010 (Res.) 922-255 (Off.)

EVACUATION CONTROL

O.C.	H. M. Pickard	2A Debary Apts. 444-364 or 44-097	(Res.) 925-555 (Off.)
Asst. O.C.	John Baker	362 Waterloo St.	402-204 (Res.) 923-416 (Off.)
1 Steno.	Kay Routley	455 Ash St.	402-175 (Res.) 932-136 (Off.)

TELEPHONE DESK (INCOMING CALLS)

1 Operator	Rae Rutledge	Ste. 3 River Apts.	45-951 (Res.) 903-436 (Off.)
1 Operator	Irene Cooper	701 Goulding Street	35-766 (Res.) 903-331 (Off.)
1 Operator	Shirley Birt	175 Waterloo Street	404-625 (Res.) 733-521 (Off.)
1 Operator	Marjorie Birt	175 Waterloo Street	404-625 (Res.) 322 Local 263 (Off.)

MOVEMENT CONTROL

1 O.C.	John McInnes	253 Waverley Street	401-554 (Res.) 926-577 (Off.)
1 Asst.	Jack Smithers	9 Windermere Apts.	922-096 (Res.) 922-465 (Off.)
1 Asst.	Marie Gerlach	597 Agnes Street	28-590 (Res.) 322 Local 263 (Off.)
1 Railway	Carman Woods	814 Fort Garry Hotel	928-251
1 Bus	Russ Molleken	4-256 Edmonton St.	925-305
1 Depot Post O.C.	Stewart Lay	163 Evanson St.	724-381
1 Asst.	J. Bozyk	St. Regis Hotel	728-746
1 Asst.	Ron Watson	154 Scott Street	45-668
1 Depot Post O.C.	Douglas McPherson	91 Gomez Street	922-281

APPENDIX XV CONTINUED

MOVEMENT CONTROL CONTINUED

1 Asst.	Reg. Gleeson	20 Estelle Apts. 348 Aynsley	43-117 (Res.) 31-179 (Off.)
1 Asst.	Jack Arbuckle	424 Langside St.	721-913
O.C.Train or Bus	William Schultz	11 Edmonton St.	923-031
O.C. " " "	Farrel Ross	116 Wilmet Place	444-459
O.C. " " "	George Rae	1099 Wolscley Ave.	33-736
O.C. " " "	Allan Holden	626 Furby Street	23-474
O.C. " " "	Charles Joyce	4-Crescent Court	41-075 88-391
O.C. " " "	Walter Thiessen	696 Selkirk Avenue	594-684

CARE & MAINTENANCE

1 O.C.	Jack Harrison	814 Mulvey Ave.	49-494 (Res.) 928-297 (Off.)
1 Asst.	Jim Burns	139 Grenfell Blvd.	62-731
1 Steno.	Mary Janes	333 Victor Street	35-079 (Res.) 322 Local 229 (Off.)

PLACEMENT CONTROL

1 O.C.	Don Knight	271 Yale Avenue	49-309 (Res.) 926-166 (Off.)
1 Steno.	Evelyn Fitzpatrick	22 St.James Place	906-20 (Off.)
1 Shelter O.C.	J. F. Cook	936 Grosvenor	44-295
1 Asst.	Fred W. Lynch	22 St.James Place	924-211 (Off.)
1 O.C.Auditorium Hall	A.C.Riley	330 Kingsway	42-714
1 Asst.	Les White	1002 Valour Rd.	728-959
1 Dispatcher	Don Smith	1089 Fleet Ave.	928-261 Local 21 (B)
1 Asst. "	Betty Whittaker	317 Furby Street	35-223 (Off.)
1 Emergency Housing	Ken Bedson	Ste.33 "A" Debary Apt.	41-236
1 Liaison	Don Bliss	438 St. John's	596-025 (Res.) 927-257 (Off.)
1 O.C.Out-of-town E.M.	Harper	1168 Dorchester Ave.	42-577
1 Asst.	R.L. Hall		
1 Steno.	Ruth Macdonald	23 Kennedy St.	929-318 (Res.) 907-329 (Off.)
1 Steno.	Laurene Budreau	Ste.14 Mall Plaza	31-642 (Res.) 932-411 (Off.)

APPENDIX XV CONTINUED

Shift 12:00 midnight - 8:00 a.m.

	<u>NAME</u>	<u>ADDRESS</u>	<u>PHONE</u>
<u>EVACUATION CONTROL</u>			
O.C.	Mr. E. Chown	185 Wilton Street	44-624
Asst. O.C.	Mr. John Plaxton	234 Yale Ave.	46-398
1 Steno.	Miss Sunny Nelko	368 Alfred Avenue	596-265
<u>TELEPHONE DESK (INCOMING CALLS)</u>			
1 Operator	Jean Graham	18 Graham Apts.	929-216
1 Operator	Dorothy Duncan	21 Sanhurst Apts.	(no phone)
1 Operator	Georgie Chcasley	256 Queen Street	65-360
1 Operator	Mr. Dowie	Royal Alexandra Hotel	922-141
<u>MOVEMENT CONTROL</u>			
1 O.C.	Mr. E. E. Glasgow	548 "B" Stradbrooke St.	46-092 (Res.)
<u>PLACEMENT CONTROL</u>			
1 O.C.	Mr. G.S. Swindell	425 Waverley Street	403-994 (Res.) 926-166 (Off.)
<u>CARE &amp; MAINTENANCE</u>			
1 O.C.	Mrs. J.W. Hinchcliffe	15 Winston Apts.	46-113 (Res.) 925-148 (Off.)



RED CROSS FLOOD CONTROL

REVISED REGISTRATION PROCEDURE

- I. White cards for out-of-town evacuees having no place to go and city evacuees willing to go out of town:
  - (a) Card to be handed to evacuee by registrar and told he must hold until collected by Red Cross. Imperative to impress on evacuees that these are their tickets out of the flood area.
  - (b) Cards will be collected from evacuee at point of departure from Winnipeg (i.e. on boarding train or vehicles destined for out-of-town), by registration personnel who will place them in large envelope labelled with name of destination point (i.e. Brandon, etc.) and returned to Registration Committee.
  - (c) These evacuees to be instructed to keep families together and to remain in main hall until moved by Red Cross.
- II. Yellow cards for out-of-town evacuees who have a place to go under own arrangements but requiring only temporary accommodations:
  - (a) Place and address of destination to be recorded on card.
  - (b) Cards to be retained by registrars and despatched directly to Registration Committee.
- III. Blue card for Greater Winnipeg evacuees insisting on City accommodation:
  - (a) Card to be despatched directly to Evacuation Placement Control who will advise emergency Housing of requirements.
  - (b) These evacuees to be instructed to assemble in the COTC Building at rear of Auditorium and to await movement by City Emergency Housing.

11/5/50  
1:20 p.m.

THE CANADIAN RED CROSS SOCIETY

DISASTER SERVICES

RED RIVER FLOOD DISASTER - 1950

REPORT NO. 3

REPORT ON TRANSPORT AND COMMUNICATIONS

BY

F. W. THORNHILL, ESQ.

Issued by  
National Headquarters  
Canadian Red Cross Society  
95 Wellesley Street East  
Toronto, Ontario

DUTIES

GENERAL CHAIRMAN

Responsible for efficient operation of the Department and the handling of any special or urgent assignments from other Departments, such as arranging details in the cases of an emergency.

Responsible for making special arrangements in regard to providing the necessary facilities for handling large groups of evacuees, especially stretcher cases.

Responsible for contacting organizations and the arranging with them of supplying the Red Cross with any available vehicles to be used in connection with the Transport Department.

Responsible for the efficient operation of Communications within the Red Cross organization.

VICE-CHAIRMAN

As above, in the absence of the Chairman.

SHIFT CHAIRMAN

Responsible for the efficient operation of their Shift, providing adequate replacement staff in the event of absentees in the regular staff.

Responsible for dealing with special emergencies that arise during their Shift as referred to under the Duties of Chairman and Vice-Chairman.

DESPATCHER

Responsible for despatching the proper type of vehicle or equipment to suit the need of the requisition they have received from either the outside telephone call or from some Department within the Red Cross.

They are charged with responsibility of keeping a record of the driver assigned to the trip, his destination, supplies carried, time in and out, etc.

SUPPLY CONTROLLER

This employee was responsible for supplying to the despatcher the proper type of vehicle or equipment and driver with helpers, if necessary, from his standing pool.

## GENERAL OUTLINE REPORT

### TELEPHONES

Communication service, especially within the Red Cross offices, when it was necessary to move from the regular building on Osborne Street to the Auditorium, had to be greatly enlarged. On moving to the Auditorium, the Telephone Company supplied additional equipment, providing a switchboard and 10 additional trunks. This was eventually enlarged to include a second switchboard and a further 10 trunks.

The strain on the telephone service was so acute during the height of the flood that it was necessary to have additional lines come into the building. This was accomplished by the Telephone Company by disconnecting service to an adjacent Apartment Block and using these lines to supply nearly every Department in the Red Cross a direct line in and out of building. This relieved considerably the burden on the switchboards located in the Auditorium.

### TELEGRAPHS

It was necessary to have a fast Telegraphic service out of the building, which was supplied by the C.P.R. and C.N.R. Telegraph Companies. This included three Teletype machines. Later, two direct teletype circuits were established between Winnipeg and Toronto and Winnipeg and Chicago.

### EMERGENCY COMMUNICATION ARRANGEMENTS

To provide for the eventuality of the power being cut off from our building, a field telephone service was set up between the Army Flood Control Headquarters and the Red Cross. This was installed by the Army Communication Engineers.

### UTILITY SERVICE PERSONNEL

The co-operation extended by all outside organizations made for a generally very efficient operation of Communications within the Red Cross organization. The Telegraph Companies supplied qualified employees to look after their equipment. The Telephone Company supplied a permanent staff of a Supervisor and a Telephone Technician. In addition to this, they supplied an efficient staff of operators under a Supervisor.

### TRANSPORTATION

The Transportation Division was set up as outlined in the attached draft. Accompanying this report are various forms and bulletins that it was necessary to issue during the emergency.

Our Department handled all requests for Transportation from within the Red Cross and a large number of outside calls from citizens and organizations, such as calls for picking up food supplies, canteen workers, assisting in evacuating citizens, transporting of blankets, bedding and beds and other equipment connected with the work of the Red Cross during the flood.

### TRANSPORTATION CONTINUED

CARS, TRUCKS & AMBULANCES - It was necessary for the Department to keep a stand-by pool on a 24-hour basis of both cars and trucks, and a ready access to a supply of ambulances. In regard to ambulances, which were used to meet evacuation trains and like conditions, it should be pointed out that the ambulance service, while adequate in normal times, was not sufficient for an emergency such as the Winnipeg Flood. At times it was necessary to use covered panel trucks with stretchers. This arrangement worked out reasonably well, using a stretcher with a short 6" or 8" leg.

CONTACT WITH FLOODED AREAS - As the flood increased in severity and bridges became impassable (some Municipalities were becoming inaccessible), it was necessary for our Department to have hour-by-hour information on the ability of our equipment to reach a certain area. Full details on places our drivers were able to reach and the route necessary to be taken was supplied by the Red Cross Intelligence Department. As the waters rose, it was necessary for our Despatchers to consult with this information continually. Automobiles became less useful and in many cases trucks with the engine as high as possible had to be used. This was necessary, in many cases, even in regard to moving passengers.

POOL OF DRIVERS, TRUCKS & CARS - This was obtained by general appeals over the radio and through newspapers and direct contact with large organizations with the required vehicles and staff at their command. Response to these appeals were most generous and the Department had a standing pool available at all times. In order to be fair to all those who had offered their services, it was necessary for the Supply Controller to keep a running record of those who were waiting for trips so that they may be assigned in rotation.

### VOLUME OF WORK

This Department operated on a 24-hour basis with 8-hour shifts as outlined in our Organizational Chart. The average number of car and truck drivers over a 24-hour period was approximately 450 assignments. At the peak of the emergency this figure rose to 900 trips. While Shifts of 8 hours were operated for the general personnel of the Department, Shift Chairman, Chairman and Vice-Chairman worked considerably longer hours endeavouring to overlap on other shifts so that there was a continuity of operation. This enabled the Chairman of a new shift coming on duty to know what had taken place during the preceding hours prior to his taking over. The Chairman of the preceding Shift left a record of his activities and notes on any unusual experiences and details of business that required attention of the incoming Shift Chairman.

In addition to the Headquarters of this Department at the Red Cross building, it was necessary to establish a Red Cross Transportation station at the Canadian National Railway Depot to take care of emergency trips which came from evacuation trains, etc.

EXPENSES

While all services supplied by car owners and truck owners was on voluntary basis, which applied to the use of their own gas and oil, as well as their equipment, it was found that it was necessary to supply gas and oil to a limited number of drivers who were not in a position financially to carry this burden. This expense was borne by the Red Cross only in regard to drivers who were working for us steadily day-after-day and not to the casual driver.

In order to keep this expense under control, a signed order form was issued by the Shift Chairman to the driver to be used at a designated service station. This gasoline was charged to the Red Cross and invoiced by the service station to that organization. No gasoline or other supplies were authorized for drivers unless they applied for it personally and, in order to relieve us of checking our drivers' sheets to see how many trips an applicant for gas had made, we issued a slip to the driver on each trip that he made for the Transport Division. When applying to the Department for gas, it was necessary for him to produce these slips and prove that he had used up sufficient gas in the service of the Red Cross.

Damage to vehicles, both mechanical and otherwise, was not paid for by the Red Cross immediately except in very unusual cases. The driver of the vehicle who had in some way damaged his car or truck was told to have the repairs made, pay the bill and submit the receipted bill with all details to the Commissioner of the Red Cross, who would deal with this request for compensation after the flood had subsided.

The writer is not aware of the insurance covering the Red Cross, but recommends that in emergencies comparable to the Winnipeg Flood some form of a Liability Insurance be put on immediately an emergency arises to cover the Red Cross against claims for damage to vehicles occasioned by accidents or personal injury. This should cover all vehicles being operated under the name of Red Cross.

While the Transport Division handled a large volume of work during the emergency, the co-operation extended by voluntary workers, public utilities, bus Companies, Railroads and owners of fleets of trucks was exceptionally fine and made the operation of this Department comparatively simple. It was the writer's experience that practically anything can be accomplished by merely using the name "Red Cross" in your request, which speaks most highly for the regard held by the general public for the Red Cross.

Respectfully submitted.

(Sgd.) F. W. Thornhill,

Chairman.

RED CROSS TRANSPORT AND COMMUNICATIONS

GENERAL CHAIRMAN

Vice-Chairman

8:00 A.M. Shift

4:00 P.M. Shift

12:00 P.M. Shift

Shift Chairman

Despatcher   Despatcher

Supply Controller  
(Drivers)

Drivers' Pool

Shift Chairman

Despatcher   Despatcher

Supply Controller  
(Drivers)

Drivers' Pool

Shift Chairman

Despatcher   Despatcher

Supply Controller  
(Drivers)

Drivers' Pool

SHIFTS

8:00 A.M. - 4:00 P.M.  
4:00 P.M. - 12:00 P.M.  
12:00 P.M. - 8:00 A.M.

COMMITTEE SECRETARY

8:00 A.M. - 5:00 P.M.

APPENDIX II

RED CROSS FLOOD CO-ORDINATING COMMITTEE FOR 1950  
FLOOD EMERGENCY CENTRE  
226 OSBORNE ST., NORTH  
WINNIPEG, M.N.

---

REQUESTS FOR ASSISTANCE

Date . . . . . Hour . . . . . How Received . . . . .

FROM . . . . .

POSITION . . . . .

ADDRESS . . . . .

EXACT ADDRESS WHERE SUPPLIES TO BE SENT. . . . . .

. . . . .

. . . . .

REQUIRED

. . . . .

. . . . .

. . . . .

. . . . .

. . . . .

. . . . .

. . . . .

. . . . .

HOW and WHEN sent . . . . .

. . . . .

. . . . .

Received by . . . . . Completed by. . . . .



APPENDIX III

Monday, May 15th, 1950.

MEMORANDUM TO TRANSPORT DEPARTMENT:

It was decided at this morning's meeting that all claims from our drivers for damages to their cars or trucks should be filed with the Commissioner, Mr. Snyder. Inform the claimant that he is to forward all documents and complete report of the claim with Mr. Snyder. This is not to be handled by the Transport Office.

We have appointed our three Shift Chairmen as liaison men with the Press and Radio. No other member of our staff must give out reports to correspondents.

---

APPENDIX IV

Monday, May 15th, 1950.

MEMO TO TRANSPORT STAFF:

We are having considerable difficulty in the issuance of gas Vouchers. In order to make sure that gas is issued to the proper drivers, you will now give them a written form with each trip they make. On this slip the driver will be told that he should retain this slip as we will request him to produce them when he is asking for gas. Please make sure that these slips are dated and signed by you, and also that a driver gets one for every trip he makes.

---

APPENDIX V

TRANSPORT

May \_\_\_\_\_ 1950.

TO DRIVERS:

It may be necessary for Transport staff to question you on the amount of driving you have done for us.

This slip acknowledges one trip for our department.

Note nature of trip on back.

PLEASE RETAIN THIS SLIP UNTIL ASKED FOR BY TRANSPORT.

APPENDIX VI

Tuesday, May 16th, 1950.

MEMORANDUM TO TRANSPORT STAFF:

In regard to the issuance of the new Restricted Area Passes, the following should be understood by all members of the Transport Staff:-

These passes are effective at six o'clock Tuesday, May 16th, and will be necessary only on passenger cars going into a restricted area.

We are advised by the Police Department that there will be no change in the handling of either cars or trucks.

Trucks will be allowed to enter all areas without Permits where it is possible to get, but at times will be re-routed due to temporary flood conditions at bridges, or congested areas.

Passenger cars, despite the fact that they have a Restricted Area Pass, will be handled in the same manner.

The Chairman of each shift will be allotted a certain number of passes which will be his responsibility during his shift period, and at the end of his shift, they are to be returned to either Thornhill or Lawrence.

A book will be supplied for a record of every pass that is issued to a driver, and that record should include his name and address, - telephone number, - license number, - and number of the pass issued. He should sign for his pass, and at the completion of his trip it must be returned to the Shift Chairman, who will check it off in the Record Book.

It is not necessary, as we understand it now, to give passes for anything but restricted areas. We therefore suggest that Chairmen give passes only for trips to areas where we know the driver may have trouble, and on such trips we suggest the driver be screened and recommended by Mr. Pat O'Reilly.

Friday, May 12th, 1950

DUTIES OF TRANSPORTATION AND COMMUNICATIONS:

We will supply driver and car or truck to any other department of the Red Cross on requisition for the immediate area of Greater Winnipeg where it is possible for these vehicles to get into. These requests must come from each department on a written form, and you must make sure that you have all the necessary details to complete this assignment.

We do not supply drivers, cars, or trucks for any evacuation outside of this area, neither do we supply any gasoline or funds to a driver who has a place to go to evacuate himself. This is a responsibility of Evacuation.

We do not supply gasoline except to drivers who have been operating under the direct control of Transport. First priority on issuing of gasoline should go to private people operating trucks. Next priority would go to the individual driving his private car, and without funds to purchase his gasoline. Most private car operators are in a position to donate their car and gasoline for this purpose. Please discourage anyone from applying for gasoline whom you think is capable of donating this with his car. Gasoline Authorization Forms are to be signed by the shift, and as follows:-

E. Cousens,	W.D.M. Stewart,	E. Lawrence,
G. Horner	and	F. Thornhill.

Any claims for repairs to vehicles cannot be authorized, but will have to be dealt with by officials of the Red Cross after the emergency. Claimants for damages to cars or repairs should arrange to get all details and submit to officials of the Red Cross after the emergency.

Transportation have no authority to issue orders for gasoline for outside Red Cross Posts. This must be handled by the authority in charge of these posts with Red Cross officials.

Mr. Evered Lawrence has been appointed Vice-Chairman of Transportation and Communications.

All problems regarding Telephone Service in the building should be referred to the Shift Chairman, who in turn, will consult with the Telephone Official in charge, Mr. Williams.

All transportation from dykes is handled by the Central Volunteer Bureau, and is not handled by our Department.

APPENDIX VIII

Thursday, May 18th, 1950.

MEMORANDUM TO TRANSPORT STAFF:

Regarding deliveries of small cartons of merchandise to Beach Areas where serviced by T. Eaton Company and Hudson's Bay Company, these organizations have agreed to deliver this merchandise on their regular service as follows:-

The Hudson's Bay Company offer a daily service and merchandise should be sent from Transport to Hudson Bay Delivery Department with all details regarding the destination, and marked for the attention of Mr. Ferme.

The T. Eaton Company will accept goods as above, and have a delivery service on Tuesdays, Thursdays and Saturdays. Goods must be in their hands the night previous to delivery date. These goods should be delivered from Transport to the Delivery Office in the Mail Order Building, C/O Mr. Tucker.

KEEP IN MIND that this refers to small amounts of stock for which we do not consider it advisable to use one of our trucks.

[illegible]

THE CANADIAN RED CROSS SOCIETY

DISASTER SERVICES

RED RIVER FLOOD DISASTER - 1950

REPORT NO. 4

REPORT OF THE PRESS AND RADIO COMMITTEE

BY

MURRAY TURNER, ESQ.

Issued by  
National Headquarters  
Canadian Red Cross Society  
95 Wellesley Street East  
Toronto, Ontario



## REPORT OF PRESS AND RADIO DIVISION SERVICE

### Background

About May 9th it became evident that the Red River Valley was in the midst of one of the biggest "stories" on the continent and, undoubtedly, the biggest in the history of Manitoba Red Cross.

Up to this time, Jean Hinds, Publicity Director for Manitoba Division, had carried the burden of keeping press and radio informed of Red Cross activities in the disaster. The daily papers, Canadian Press and British United Press had -- mostly by telephone report -- been posted on the day-to-day aid offered to flooded communities. Participation in three Trans-Canada broadcasts was arranged: a talk about Red Cross role in the flood, on "Saturday Magazine", by Mr. Carpenter; a talk by Jean Hinds about Red Cross care of evacuees on another edition of the same show and a talk by Jean Hinds also about Red Cross care of evacuees on News Roundup. Mr. R.G.B. Dickson, President of the Manitoba Division, was interviewed re Red Cross role in the flood on C.B.W.. Miss Hinds spoke of the Red Cross role in a "Flood roundup" programme on CKY.

### Organization of Service

However, as the crisis became more grave, the news interest increased -- as did the work of Red Cross. It was quite impossible for one person to carry on the work alone. Therefore, when Red Cross Flood Relief Headquarters moved to the Civic Auditorium, a press and radio department was set up, with Murray Turner as Chairman. J.N.Kelly, of Toronto, acted as Vice-Chairman and representative of National Red Cross; he also served as liaison between National Red Cross Headquarters in Toronto and Manitoba. Rod McInnes, of Montreal, Vice-Chairman, assumed responsibility for actual functioning of the department's operation.

Mr. McInnes' job was that of editor and expeditor, co-relating the activities of the department with the activities of visiting newsmen and of reporters from the Winnipeg dailies.

A number of men and women experienced in handling news gave voluntary service to the department. These were:

John Burke-Gaffney  
Bill Graham  
Fred Wilmot  
Armour MacKay  
Angela Lane

Eric Graham of Edmonton Branch, Canadian Red Cross Society, spent about two weeks in Winnipeg assisting news reel cameramen to get the Red Cross story in the general picture of the flood.

Volunteer stenographic help was contributed by Misses W. Joseph, Shirley MacDonald, Laureen Tucker, Mary Bain, Mabel Cookman and Mrs. Vera McNaughton.

One of the singular operations of the department was its photo section supervised by David Portigal, Winnipeg commercial photographer. In addition to offering a file of record prints to newsmen, this department also provided material for a daily newspaper photo-story service, sent to twenty daily newspapers in major cities of Canada. Coverage thus provided stretched from Halifax to Victoria. Special exclusive releases were also prepared for the news wire services, class "A" weeklies, Canadian Press and British United Press, while effective liaison was established with local radio stations and the Canadian Broadcasting Corporation for special events and other special types of coverage. Assistance was given to National Film Board, Associated Screen News and various news photo and news services.

The success with which the department operated can be gauged by the fact that stories suggested by, drafted and written by, or photographs taken by the department, appeared in newspapers from coast to coast and in the United States. General relations with the working press were good, as were relations with the radio stations and news services. Particularly wide publication was given to Red Cross photographic coverage following the departure of most newsmen after the flood crisis.

#### Plan of Operation

It was decided that the department would set up on a regular news-desk basis with definite shifts assigned to each member. Times allocated:

R. A. McInnes and John Burke-Gaffney -- from 8 A.M.

8:00 A.M. to 4:00 P.M.:	Jean Hinds
12 noon to 8:00 P.M.:	Fred Wilmot
4:00 P.M. to 12 midnight:	Bill Graham
8:00 P.M. to 11:00 P.M.:	Angela Lane
12 midnight to 8:00 A.M.:	Armour MacKay

Dave Portigal	) Photographers not assigned regular hours.
Ron Ayers	) Unless out on night assignments, however,
Frank Juzak	) they should be available from 8 A.M. onwards.

Press: R. A. McInnes and John Burke-Gaffney to edit all stories and decide on distribution.

Assignments: Armour MacKay to keep an assignment book and set up the assignments for the leg men for the next day.

It was decided that members of the division should concentrate on publicizing the work being done within the Flood Relief Headquarters.

All stories to be headed -- From Red Cross Press and Radio Division, Flood Relief Headquarters, Civic Auditorium.

Evacuation figures to be made available by 9 A.M. each day and should cover the preceding 24 hours. There were two types of evacuees -- hospital cases and others. These to be segregated.

Jean Hinds to be responsible, on the day shift, for local press and radio stories.

Jean Hinds to endeavour to issue at least three stories each week, slanted from the woman's angle. These to be given as "exclusive" to the Canadian Press and marked for Women's Page Editors.

Canadian Press: In view of the wide coverage which can be obtained through Canadian Press coverage, it was decided that they should be given as many exclusive stories as possible. Two each day was the number suggested. When these sent over, a telephone call to be made to John Dauphinee, chief of bureau.

Reporters should cover each division each day in an effort to get at least one story a day from each section.

Routine material to be sent to the British United Press and local papers, as well as radio stations.

Radio: News stories sent to local papers should also be given to the local radio stations.

News Round-up: This programme has one of the largest audiences in Canada. Every effort to be made to get feature material which will be suitable for this programme.

Personal Messages: In order to relieve the congestion on the telephone lines and also the work of the radio stations, messages of a personal nature to be assembled, typed and sent over by messenger to the various radio stations. Messages sent over by Welfare Enquiries only after all other avenues of investigation had been exhausted. We are to obtain from the stations the hours at which they send out these

personal messages and get them over in time for each broadcast. Top priority messages which may be received from any section of the Flood Relief set-up to continue to be 'phoned in, in the usual manner. People coming in off the street to be asked to get in touch with the local radio stations direct about messages unless, in the judgment of the party in charge of the desk, they should be handled by the division.

Photographs: Two files to be kept -- one to contain prints for record purposes. Department to keep in mind the value of pictures for Sunday papers and picture supplements. Photographers not to be assigned regular hours. Fred Wilmot to continue to work with the photographers on captions, etc. Photographers will be given assignments in the same manner as reporters. If it is considered necessary, a reporter will be sent out to cover the news story. Decision on this matter will be made by Mr. McInnes or Mr. Burke-Gaffney.

Contact with Newsmen: More than 100 representatives of newspapers throughout Canada and United States were in town and, at one time or another, were in direct contact with the department. These included radio commentator Kate Mitken, Jack Scott (Vancouver Sun), Ross Munro (Southam Press) and many others equally well known. Services provided to the newsmen included provision of facilities, i.e. waders, boots, transportation, to ease their job of reporting Red Cross activities; assistance in lining up news stories, i.e., securing of evacuees for human interest stories, steering them on to good leads, effecting introduction to Red Cross officials for "inside" stories, etc.; and provision of graphic coverage through the department's photo section.

#### Plans for Compiling Complete Story

It was seen that, after the crisis had passed, the long job of writing the Red Cross flood story would remain to be done. For this it would be necessary to engage a free-lance writer, as Miss Hinds, in her capacity as Publicity Director for Manitoba Red Cross, must again give at least part of her time to other Red Cross activities, such as Outpost Hospitals, Blood Donor Clinics. Fred Wilmot, who did an outstanding work in a volunteer capacity up to May 31, was engaged as an employee of National Office as of June 1st. His duties are to co-ordinate and sift all available information and write this story of the flood with emphasis on Red Cross participation.

#### Problems and their Solution

One of the main problems that existed when the department was set up was securing information to pass on to the press. All departments were extremely busy -- indeed the organizations work of months had to be compressed into a few days -- and at first it was very hard to get even an estimate of such things as number of evacuees passing through the centre, quantities of food dispersed, etc. It was quite natural that other departments were deeply concerned with the humanitarian work in hand, and, at the moment might not realize the long-term importance of giving full co-operation to the press. Color stories there were in abundance, but newspaper editors are more inclined to give space to color stories with a Red Cross slant, if Red Cross gives them a solid basis of fact to help them in their heavy duties.

However, the Press and Radio Department established liaison with various other departments and a record of centre activities began coming into this department for dissemination to reporters.

Recommendations for Future Planning

The above paragraphs suggest a recommendation for future planning. Red Cross exists by public goodwill. Red Cross supported by voluntary donations, owes the public an accounting of its activities. In any future planning for disaster, I would suggest that every effort be made to keep as accurate records as possible and that these be made available to the press and radio department.

(Signed) Murray Turner

Chairman.

THE CANADIAN RED CROSS SOCIETY

DISASTER SERVICES

RED RIVER FLOOD DISASTER - 1950

REPORT NO. 5

REPORT ON VOLUNTEER REGISTRATION BUREAU

BY

MISS CLARA METCALFE

Issued by  
National Headquarters  
Canadian Red Cross Society  
95 Wellesley Street East  
Toronto, Ontario.



## VOLUNTEER BUREAU

In submitting a report as to the operations of the Liaison Centre for Volunteer Assistance it should be kept in mind that no detailed records were kept as to time, date, or dates of service of the various members so that the information set out here will have to be from the recollection of those who participated in this work.

There was no preconceived plan to follow and it was impossible to tell at the commencement the help that would be required or the time or times that the workers would be expected to devote to this service.

The writer reported at the Red Cross Office for duty as a Canteen worker, fully clothed in heavy clothing and rubber boots, at about seven o'clock in the morning on May 6th.. The office was already crowded with Volunteers and two workers were constantly engaged on the telephone and had already been on duty for most of the night. The writer never did get to Canteen work but was pressed into service with the Volunteer Bureau and remained with the Bureau until the flood danger was over. The pressure was such that for several days it was impossible to get the required time off to obtain sufficient rest or to change from the garments suitable for Canteen work to ones suitable for office work at the Centre.

The staff of workers grew rapidly and by the end of the first day there were six on duty and from there on they extended rapidly as the need required. The personnel was obtained simply by accepting offers of service from those who had the qualifications to do that kind of work. From then on for the next several weeks

volunteer workers were on twenty-four hours duty directing calls for help and placing offers of assistance in their proper channels.

By May 9th a form of order started to arise out of the confusion and from there on the volunteers at the Centre were placed on regular shifts so that they were able to obtain their proper rest and relaxation. Each shift comprised ten or more workers and in that way a twenty-four hours service was maintained answering telephones, registering volunteers and giving out general information needed for all branches of work.

The telephone service was exceptionally good. The pressure, as can be imagined, was tremendous and by May 9th six telephones had been installed, five of which were for incoming calls and one outgoing line in order that the Bureau could call out when necessary. For weeks these telephones all seemed to be busy at the same time and being manned by workers in an all out effort to register volunteers and direct volunteers to where their assistance was needed.

The natural confusion caused by the press of work and the urgency of the situation was increased by the lack of equipment and the proper forms for recording the various types of information received in the telephone calls. The original records consisted only of making a memorandum on a slip of paper, which in turn led to more confusion. One worker was soon delegated to sorting out the offers of assistance received and listing them under various occupations and types of service offered. These were then extended on to long lists under the various occupations and types of service offered. These were then extended on to long lists under the various occupations. Later it became necessary to transfer these names to cards so that records could be kept alphabetically as well as by occupations.

Up until May 9th the Disaster Service was carried out from the Manitoba Divisional Headquarters Office at 226 Osborne Street. The Service Headquarters was moved that date to the Winnipeg Civic Auditorium and by early afternoon on that date was operating full service.

The same day it was decided to move the Volunteer Bureau to the same premises and one of the workers was moved to the Auditorium for that purpose. Space was allocated to the Bureau alongside one post and it looked like a hopeless proposition to try and operate without desks, typewriters and equipment with a constantly increasing crowd of people volunteering help. As if by magic desks were pushed in, telephones began to be installed and word was sent to 226 Osborne Street to have the staff moved in. In a matter of a few hours the shift from the previous premises had been completed and the staff was quickly geared for action in the new location.

Coincident with the move to the new premises cards and filing boxes were ordered and the card system of registration was finally set up. This system proved very satisfactory except for the fact that in copying from the original slips incorrect information was frequently taken from the original slip thus making the cards useless for the purpose for which they were intended. From that time forward, however, the information received over the telephone was recorded direct to the card and simplified materially the task of allocating the workers to the various needs. The filing system quickly grew and it was not long before there were eight large boxes of cards recording volunteers.

The services of the Girl Guides were used in making a count of the registrations made by the Bureau. Throughout the course of the Manitoba Flood a total of four thousand seven hundred and eleven (4,711) volunteer workers were registered by the Volunteer Bureau unit of the Red Cross Emergency Flood Bureau at Headquarters. This did not begin to cover the actual number of volunteers that applied and were sent out to various services and hundreds were given tasks without even waiting for registration. Crowds of volunteers were waiting at all times and as soon as a call would come in over the telephone for assistance word would be given immediately and the required number despatched to the place of need. Countless others found their own work without standing in line and waiting to take time to register.

It is difficult to picture in this report the number of groups of volunteers eager to get started and offering their time and energy through the Volunteer Bureau. Many came in or telephoned and registered as units - Sororities, Church Groups, Normal School Students, Girl Guides, Clubs, Friends, Teachers, and various other Associations. Mr. Ewart Morgan of the School Board was most helpful in supplying Principals for supervisory work in connection with these various groups. In many cases a group would simply be registered on the one card so that the actual registration is not truly pictured by counting the number of registration cards. As mentioned before, many names were extended on slips and the slips destroyed as soon as the Volunteer had been placed so that there were doubtless many people who offered their services for voluntary work of which there is no record in the registration cards.

An illustration of this is given by one man appearing at the Bureau to state that he had one hundred (100) friends, each with trucks, lined up ready to go wherever they might be directed. He was, of course, promptly put in touch with the proper authorities but a registration card was not even entered for him or for his group.

At no time from the commencement of the Bureau was there time to properly follow suggestions through. No one waited for orders - the needs and crowds were too obvious. It speaks well for the many volunteers that the Department developed as rapidly and efficiently as it did. In spite of the fact that various volunteers were working on shifts they did not regulate their efforts to any particular time and many remained on duty until they had to retire from practically complete exhaustion.

Countless illustrations could be given of the tireless services rendered by the volunteers both within the Bureau and out on the actual flood work itself. It is sufficient to say that until the flood danger was over all volunteers gave gladly to the full extent of their capabilities.

The system that has been established forms a pattern that should be maintained for future contingencies. A card registration form or questionnaire has been worked out from the needs that were found under forced circumstances and this card or questionnaire is being broadened to cover the type of need that might be required under other circumstances. The lesson learned by the Bureau is that registrations should be recorded both under occupations required to be filled and alphabetically.

If a need for such a service should arise again it is felt that three shifts of workers should be employed under two supervisors for each shift and that the workers should be pledged to carry on for the duration of the contingency. Changes in the staff, of course, upset the routine and as this Volunteer Bureau was the Clearing House for both the volunteers and the filling of the various requirements it is vital that there should be continuity.

The Volunteer Bureau worked in close association with the other organizations and units responsible for the success in the fighting of the flood and it has indeed been a pleasure to have been associated with an organization of this kind and with the splendid people who volunteered so freely and generously of their time and energy in making up the personnel of the organization.

(Signed) Clara Metcalfe,

Volunteer Registration Bureau.

August, 1950.

THE CANADIAN RED CROSS SOCIETY

DISASTER SERVICES

RED RIVER FLOOD DISASTER - 1950

REPORT NO. 6

MEDICAL ACCOUNT

BY

DR. GORDON S. FAHRNI AND LT.-COL. G.L. MORGAN-SMITH

Issued by  
National Headquarters  
Canadian Red Cross Society  
95 Wellesley Street East  
Toronto, Ontario

Winnipeg, Manitoba,  
September 1st, 1950.

Mr. R. H. Snyder,  
Commissioner, Manitoba Division,  
Canadian Red Cross Society,  
226 Osborne Street N.,  
Winnipeg, Manitoba.

Dear Mr. Snyder:

I am enclosing my report on the medical and nursing experiences in meeting what we thought were the needs of the recent Winnipeg flood disaster.

As your representative, I got in touch with the Command Medical Officer, Lt.Col. Morgan-Smith, when I was advised of my responsibilities in the matter. I felt, and Colonel Morgan-Smith agreed, that it was imperative that all Branches of medical and nursing services should be represented in the common cause and with this in view, I called together officers of their representative organizations.

The organization that was built up to handle the situation, therefore, was truly representative of the medical and nursing people and facilities of this Province.

Colonel Morgan-Smith and I went over the records and jointly prepared a report covering in a general way the events during the crisis.

I am enclosing the following:-

- (1) This general report.
- (2) The reports of all Sub-Committees, the Chairman of each having prepared their respective reports. They are as follows:-
  - (a) Medical personnel<sup>#</sup>
  - (b) Nursing personnel including nursing aides, orderlies and their activities
  - (c) Dental
  - (d) Public Health and Sanatorium
  - (e) Hospitalization
  - (f) Medical evacuation and return of patients
  - (g) Supplies.

Yours sincerely,

(Signed) Gordon S. Fahrni,

Gordon S. Fahrni, M.D.

<sup>#</sup> Included in (f)



September 1, 1950.

A MEDICAL ACCOUNT OF THE RED RIVER FLOOD - 1950

Gordon S. Fahrni, M.D.  
Lt-Col. G.L. Morgan Smith, RCAMC  
Winnipeg - Manitoba

The Red River flows north to Lake Winnipeg after draining a large area of Minnesota, the Dakotas and Southern Manitoba. At Winnipeg it is joined by its largest tributary, the Assiniboine, which contributes (from south-eastern Saskatchewan and south-western Manitoba) part of the water passing through the city.

The drop in the river is very gradual, as a large part of the drainage basin is through the flat area that was once covered by glacial Lake Agassiz. This explains the difficulty in diking, as a small rise in the river level anywhere will overflow a very large area.

A combination of late fall rains and heavy snow during the winter was followed by a late quick spring this year. The volume of water proved to be too great for the meandering Red to handle, and late in April it began to over-reach its banks in the south. Emerson and Morris and the intervening farm lands were flooded early, and citizens of Winnipeg in the low lying areas became apprehensive. Diking operations were commenced, but people generally hoped that conditions would be no worse than in 1948. It was realized that back in 1826 there was a flood of such dimensions that almost the whole of Winnipeg had been inundated. Again in 1852 and 1861 there had been floods that were more severe than the 1950 peak. These, however, were only memories in the minds of the oldest inhabitants.

In the early hours of 6th May the dike protecting the civic group of hospitals suddenly weakened and began to spill water into the hospital grounds. The situation had so worsened a few hours earlier that the Government asked the Army to take charge of the co-ordination of all

flood control and the first task given the Royal Canadian Army Medical Corps was to assist in the clearing of patients from these hospitals.

The Superintendent of the Civic Hospitals had been able to discharge many of the ambulant tuberculosis cases to their homes and arranged transport through volunteer drivers of private cars. Army and Royal Canadian Air Force ambulances were used for the stretcher cases, some 34 of whom were cleared to an empty wing in Deer Lodge Hospital. The last cases in a three ton ambulance found themselves stranded in three feet of water in what had been a dry road in front of the hospital a few hours previously. Fortunately a lorry carrying extra stretchers and blankets was able to throw them a line and tow them across the water.

So little warning was there of this catastrophe that two iron lung cases and a group of Eskimos with poliomyelitis paralysis had to be left behind. The Superintendent was not able to find beds for them elsewhere in the middle of the night, as other hospitals were at their normal peak occupancy. The eventual clearance of these cases was carried out by the Royal Canadian Navy. This proved to be such a difficult task, with the craft navigating past submerged vehicles and traffic signs, that future evacuations of hospitals were as much as possible arranged ahead of anticipated danger.

During the succeeding two days it was necessary to move the patients from a number of flooded nursing homes. In addition the patients in St. Boniface General Hospital, the second largest in the city, were transferred to other hospitals. This hospital was on the river bank, protected by high dikes, but the engineers could not guarantee the safety of the buildings behind a wall of 15 feet of water. Moreover, by this time there were only two bridges open across the Red to Winnipeg, and one of these was only passable by having a large tractor tow a line of trucks across the low approaches.

On 6 May the City Health Officer called a meeting of City, Provincial and Army Health Officers and the public health aspects of the flood were raised. At this meeting the question of anti-typhoid inoculations was discussed. The general feeling was that the city water, milk and food supplies would be maintained in a safe condition for any likely maximum rise in the river and, accordingly, the risk of an outbreak of enteric disease was remote. On the other hand it was realized that large numbers of dike workers would have some danger of infection, and many people were leaving the city to areas where the water supply was not easily controlled. For these reasons inoculation clinics were set up for citizens desiring preventive inoculation, although at no time was the public advised that this procedure was necessary.

The members who attended this meeting became the nucleus of the Committee on Public Health and Sanitation, which continued to function until rehabilitation was well advanced.

On 8th May it was evident that there was a great dislocation of the hospital accommodation in the city and the Command Medical Officer requested the President of the Manitoba Hospital Association to convene a meeting of all hospital superintendents. Representatives from the medical branches of the Province and City were also invited to attend. It was decided that as of that day all admissions to hospitals would be limited to strict emergencies. Daily bed states were to be telephoned twice daily to the Medical Headquarters with a view to keeping a close check on hospital occupancy, so that any requests for a bed could be referred to the hospital having the most empty beds. Agreements were reached on the employment of staffs for hospitals that had been closed.

This Committee was termed the Hospital Committee and met daily until the flood passed its peak.

On 8th May the Red Cross had drawn up a master plan to meet the challenge of what might be needed in the case of any further degree of evacuation. Dr. G. S. Fahrni was put in charge of the Medical and Nursing Committee. After consultation with the Command Medical Officer, Lt-Col. Morgan Smith, it was decided to convene at once a meeting of the representatives of organized medicine and nursing of the Province. On the evening of 8th May the following met to plan handling of the medical and nursing situation:

Dr. C. E. Donovan	Acting Deputy Minister, Department of Health and Public Welfare for Manitoba
Dr. Roper Cadham	Deputy Medical Health Officer, City of Winnipeg
Dr. D. L. Scott	President, Manitoba Medical Association
Dr. M. T. MacFarland	Secretary, Manitoba Medical Association and Registrar, College of Physicians and Surgeons of Manitoba
Dr. T. E. Holland	President, Winnipeg Medical Society
Dr. K. M. Johnson	President, Manitoba Dental Association
Dr. J. B. Rumberg	President, Winnipeg Dental Society
Dr. J. Orval Brown	Representing Winnipeg Dental Society
Dr. Owen C. Trainor	President, Manitoba Hospital Association and Medical Superintendent, Misericordia Hospital
Dr. H. Coppinger	Medical Superintendent, Winnipeg General Hospital
Dr. W. R. Dunlop	Medical Superintendent, Deer Lodge Hospital
Dr. W. Grant	Medical Superintendent, Children's Hospital

Brigadier Houghton	Medical Superintendent, Grace Hospital
Dr. Cecil Harris	Provincial Medical Director, Red Cross Blood Transfusion Service, Manitoba
Lt-Col Morgan Smith	Command Medical Officer
Dr. G. S. Fahrni	Chairman, Red Cross Medical and Nursing Committee
Miss Helen Wilson	President, Manitoba Association of Registered Nurses
Miss L. E. Pettigrew	Secretary, Manitoba Association of Registered Nurses
Miss E. A. Russell	Director, Nursing Division, Dept. of Health and Public Welfare, Manitoba
Miss A. A. McKee	District Superintendent, Victorian Order of Nurses
Miss C. MacArthur	Assistant District Superintendent, Victorian Order of Nurses
Miss Ina Broadfoot	Director, Nursing Services, Manitoba Division, Canadian Red Cross Society

After the flood situation and its challenge had been thoroughly discussed a committee of eight was appointed to organize this field of endeavour.

This committee met the following morning. Dr. Gordon Fahrni was appointed chairman and Lt-Col. Morgan Smith assured the organization of the fullest assistance from the services. Two vice-chairmen were appointed, one in charge of medicine and one in charge of nursing which included nursing aides and orderlies.

From 9th May this committee assumed the overall planning and direction of medical and nursing requirements and the first-formed committees, such as hospitals and sanitation and public health, became in effect sub-committees of this body, the chairman of each sub-committee becoming a member of the master committee. It was also decided to form sub-committees for medical evacuation and medical supplies.

For convenience daily committee meetings were held in the Medical Arts Building and the permanent secretary of the Manitoba Medical Association, Dr. M. T. MacFarland, acted as secretary. Operational medical headquarters were established in the City Auditorium in space provided by the Red Cross Society, and the facilities of this organization were available whenever required for the medical services. Thus a "Medical and Nursing Desk" was established with telephone communications and Red Cross secretarial staffs, and this became the centre for all urgent medical requirements. The telephone number of this centre was published daily in the newspapers and over radio stations.

One of the first tasks of the personnel committee was to establish lists of volunteer professional workers for the numerous tasks required, such as manning the central desk, taking outside calls, examining evacuees, providing medical conducting parties for patients, staffing emergency hospitals in the city, supplementing staffs of outside hospitals and meeting medical needs of evacuees from flooded areas. The response was magnificent and over 200 doctors were on the lists for service. Adequate numbers of nurses, nurses' aides and orderlies were maintained, so that at no time was there a shortage of qualified assistance. Desks with doctors and nurses in attendance around the clock were set up in the C.P.R. and C.N.R. depots and infant feeding centres for evacuees were established.

The medical profession was kept informed of developments by letters sent out by authorized representatives. In addition a press representative was appointed and he cleared all medical releases in order that an accurate picture could be presented to the public. This representative held daily press conferences and spoke on several occasions over the radio. These releases had a reassuring effect on the

general public in the face of heavy evacuation and kept them informed on health and sanitation matters where sewerage systems had broken down in flooded areas.

By 14th May, as the flood worsened, the Army made plans for a total disaster, as it was not known to what extent the river would rise. Although these plans were fortunately not required, their medical planner, Dr. R. W. Richardson, suggested a slight re-organization in the voluntary medical control group so that, in the event of inaugurating the total disaster plan, there would be no need for further organizational changes. Accordingly, the following voluntary control was evolved -

DIRECTOR OF MEDICAL SERVICES

Command Medical Officer

Deputies

Civilian Physician

Army Medical Officer

Press Representative

Committees

Each with a civilian and army co-chairman

1. Medical Care and Personnel
2. Hospitals
3. Medical Evacuation
4. Public Health and Sanitation
5. Supplies

In effect the responsible civilian chairman carried on as before, with an Army representative on each committee. The Army Medical Officers were, for the most part, civilian practitioners in the city who had war time experience in the movement of patients and were therefore called up for duty in the Reserve Force.

As the flood progressed, it was found that nearly every hospital in the city had problems with water in the basements. All demands for pumps were centralized at Flood Control Headquarters and

so great was the requirement for maintenance of the City Utilities of power, sewerage and transport that the City and Provincial engineers finally informed the Command Medical Officer that only one hospital could be maintained. They guaranteed to keep this one in operation and stated that they would not be able to assist any other hospital. In order that patients could be cared for in the event of a power failure, they installed large generators.

The Winnipeg General Hospital was selected as the last bastion, as it was of sufficient capacity and on relatively high ground. It was then necessary to plan the orderly reduction in patient strength of all other hospitals, so that all patients in the city centre could be accommodated in the General Hospital. Deer Lodge Hospital in the western outskirts of the city also was kept in operation, as it was on higher ground and had a fairly sure escape route for its patients via the airfield, less than half a mile distant.

The problem of finding sufficient beds outside the city was tackled vigorously by the Provincial Government. Rural hospitals in Manitoba were first used and finally large numbers of patients were sent to Saskatchewan, Alberta and the Lakehead. The generous response to Winnipeg's plight on the part of these outside hospitals is most gratefully acknowledged and the work of two of the senior medical members of the Health Departments of Saskatchewan and Alberta in co-ordinating the availability of beds in their provinces overcame a most difficult bottleneck.

Hospital and Nursing Home occupancy in Greater Winnipeg on 1st May 1950 was 4121. This figure was reduced to 1163 by 20th May. The reduction was due to the rigid control of admissions, the discharge of many to their homes in the province, and to the evacuation of 1424 patients to outside hospitals.



At the height of the flood the nursing home occupancy was reduced to about ten per cent of normal, and the Winnipeg General and Deer Lodge Hospitals were the only ones in the city operating fully. The following tables give a breakdown of the numbers and types of patients evacuated to rural Manitoba and adjacent provinces:

Table I

Numbers by Types of Hospital

Nursing and Old Folks' Homes	740
Sanatoria (Tuberculosis)	207
Chronic DVA Patients	290
General Hospitals	187
	<u>1424</u>

Table II

Numbers by Types of Transport

Train	1037
Air	274
Ambulance	113
Total -	<u>1424</u>

The evacuation was carried out by rail, air and ambulance car and on the whole worked very smoothly, although many of the early moves were made under great difficulties. The railways gave marvellous assistance and co-ordination was facilitated by the Red Cross establishment of a railway desk staffed by senior representatives of the C.P.R. and C.N.R. It was found that loading and off-loading stretcher cases from standard pullman cars could only be done, and that with difficulty, by taking out a complete window. The average city depot, moreover, does not lend itself to the transshipment of patients, and the most ideal situation was found only in one of the small depots which had a long platform providing easy access to ambulance cars along the length of the train.

The most satisfactory equipment proved to be baggage cars converted to ambulance coaches by the addition of single and double-decker beds. The large doors in these cars gave easy access, and this equipment was invaluable in returning patients from the rural Manitoba hospitals, each of which had relatively few patients.

Ambulance transportation proved to be very tiring for the patient due to the poor conditions of the rural roads, in many cases due to flooding. It was therefore only used on short hauls.

The air lift was simple to plan and to control. The Royal Canadian Air Force medical branch established an Air Evacuation Centre on the airfield and this worked very efficiently. The patients were screened at this centre and those travelling by this means had a very comfortable trip. This method of travel was not used on the return journey.

There were 15 deaths while evacuated, mostly occurring in the elderly chronic cases. Death rates for the past year for Nursing and Old Folks' Homes in the city of Winnipeg alone were 17 a month, whereas half the group evacuated came from the city of St. Boniface. This discrepancy in the mortality rates of evacuees speaks highly of their care both during transportation and while guests of outside hospitals.

Although a major task proved to be the evacuation of the sick and ailing from hospitals and nursing homes to hospitals in rural Manitoba and neighbouring provinces, other pressing problems arose. There was the matter of caring for emergency needs in the mass of evacuees streaming from flooded rural areas to and through the city. To meet these needs medical posts were established at strategic sites.

Infant shelter and feeding clinics were established, first aid posts for the dike workers, medical and nursing care for evacuees to summer resorts and, at the central bureau, all emergency calls from the city were serviced.

When the flooded nursing homes were evacuated, a radio announcement was made, asking all flooded private homes to report any invalids they might have. The response to this appeal was amazing. A physician was sent to each such home. He assessed the invalids and when necessary advised them as to the hour the ambulance would arrive. These invalids were taken to a staging centre and later transported in groups to out-of-town refuges.

The dentists established mobile units that serviced evacuees in summer camp sites.

#### COMMENTS

##### Records:

The careful keeping of records was difficult, owing to the overloading of the hospital and nursing home clerical staffs. The importance of this was borne out by the large numbers of enquiries received. The Canadian Red Cross Society maintained a record department, and notified next-of-kin of all moves of patients.

##### Hospital Sites:

It was notable that all the city hospitals were concentrated in such a small radius that none were out of danger had the water risen a further one to two feet. This concentration of hospitals is typical of the modern city, and might prove disastrous in time of war. It is suggested that a proportion of hospital beds in every city be built sufficiently far in the outskirts that bombing of the central area would not affect them.

The Auxiliary Services:

Red Cross:

The Red Cross once again proved to be a most useful organization in disaster. They were ideally equipped to provide an operating headquarters for the medical services, including the provision of furniture, typists and communications. They had sufficient resources to supply medical equipment and communications, and paid for all the special trains and busses required for the movement of patients. Their welfare organization was good, and they maintained a central record of moves of patients that proved to be invaluable.

In addition to providing these services, this Society also furnished numbers of volunteer workers for medical purposes.

St. John Ambulance:

The St. John Ambulance Association was able to provide large numbers of well trained nurses aides and orderlies. These volunteer workers were uniformed on all occasions, a noteworthy contribution in that they were able to exercise control to a marked degree. They staffed first aid posts on the dikes, and provided conduction and reception parties throughout the evacuation and return of patients.

CONCLUSION

The experience of the Manitoba flood demonstrated once again the effect of an emergency in stimulating all concerned to exert their best efforts to meet the task at hand. A request or an order brought immediate response without question, from all. Services and civilian personnel showed no line of cleavage. The doctors were spontaneous in their response, the nurses magnificent in their co-operation and the lay aides were plentiful and efficient.

A P P E N D I X (B)

SEE LETTER DATED SEPTEMBER 1, 1950, FROM DR. G. S. FAHRNI

"NURSING PERSONNEL INCLUDING NURSING AIDES, ORDERLIES AND  
THEIR ACTIVITIES"

THE CANADIAN RED CROSS SOCIETY

Manitoba Division

Provincial Headquarters, 226 Osborne Street North  
Winnipeg, Canada

June 29, 1950.

Dr. G.S. Fahrni,  
Chairman, Medical - Nursing Committee,  
Flood Relief Department,  
The Canadian Red Cross Society,  
766 Wellington Crescent,  
Winnipeg.

Dear Dr. Fahrni:

In connection with the Manitoba flood disaster, please find enclosed a report of the various nursing duties to which volunteer nurses and nurses on salary were assigned by the Medical - Nursing "Desk". The report covers the period May 9th to June 6th.

The "Desk" personnel were appointed by the Nursing Committee, a sub-committee of the Medical-Nursing Committee. The Nursing Committee was set up on Monday, May 8th, 1950, and was composed of the following:

Miss L. Pettigrew, Chairman  
Miss M. McKee - Victorian Order of Nurses  
Miss E.A. Russell - Provincial Department of Health  
Miss Oliver - Acting for Miss Lillian MacKenzie,  
City Health Department  
Miss I. Broadfoot - Manitoba Division, Canadian Red Cross

The report does not include a report of the nursing activities of the City Health Department.

Also enclosed please find some suggestions from the "Desk".

We expect that further recommendations and a plan for disaster nursing will be formulated by the Nursing Committee at a later date. We should be glad to submit this report to you if you so desire.

Yours sincerely,

(Sgd.) Ina Broadfoot

(Miss Ina Broadfoot, R.N.,)  
Director, Nursing Department,  
Manitoba Division, C.R.C.S.

IB:ML

ACTIVITIES OF NURSING PERSONNEL

ENGAGED IN NURSING DUTIES

DURING THE CRITICAL PERIOD OF THE MANITOBA FLOOD

Desk Duty .... May 9th - May 23rd

Combined Operation: City Health Department  
Provincial Health Department  
Victorian Order of Nurses  
Canadian Red Cross Society

54 Shifts - The following nurses were on duty:

Mrs. J. Wilson	Miss Oliver
Miss Chris McArthur	Miss Leadley
Miss Mary Wilson	Miss E.J. Wilson
Miss E.A. Russell	Miss W. Barratt
Miss E. Rose	Mrs. Robertson
Miss J. deBrincat	Miss A. McKee
Miss Smyth	Miss L. Einarson
Mrs. Dickie	Miss Jessie Williamson
Miss Grace Parker	Mrs. Prentice
Miss Conley	Miss Madden

And - Miss L. Pettigrow  
Miss I. Broadfoot

May 24th - June 7th ..... Miss I. Broadfoot

MEDICAL-NURSING DESK - FIRST FLOOR, AUDITORIUM

Name	Shift	Date
Miss W. Barratt	Daily - 8.00 a.m. to 4.00 p.m.	May 11 to 23
Miss Peacock	" - 4.00 p.m. to midnight	May 11 to 23
Mrs. Blackburn	Midnight to 6.00 a.m.	8 days
Miss E. Martin	1 shift	May 11 to 23.

Note: This Medical - Nursing desk was connected with the general registration of evacuated persons, and dealt directly with social - medical cases - assistance, or referral to clinics and general information.

FIRST AID ROOM - AUDITORIUM

May 10th to May 27th

<u>Name</u>	<u>Time</u>
Miss Coram	1 day
Miss Fraser	3 nights
Mrs. Fraser	1 day
Miss Vanier	2 days
Mrs. Wren	1 day
Mrs. Elliott	1 Shift
Miss Menzies	1 Shift
Miss Lacroix	1 Shift
Miss K. McCallum	13 days
Mrs. Lean	9 days
Mrs. Blackburn	1 day
Miss Gray	1 day
Miss Nordquist	1 day

405 First Aid Treatments given.

THIRD FLOOR - AUDITORIUM - WOMEN & CHILDREN

<u>Name</u>	<u>Time</u>
Miss McMorland	1 shift
Mrs. Hartley	May 15th to May 23rd
Mrs. Hartley (2 special assignments)	May 12th
Mrs. LaRoche	1 day

Special Trips

Mrs. Snary	Survey of shelter - 4 hours
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# INOCULATION CENTRES

Name	Days (1 day, 1 shift)	Place
Mrs. Marion Brown	3 days	Auditorium
Miss Bougie	1 day	Misericordia Hospital
Mrs. Boivin	1 day	" "
Miss Cockerell	1 day	Auditorium
Mrs. Christie	4 days	Misericordia Hospital
Mrs. Elsey	1 day	" "
Miss Felkow	10 days	Mt. Carmel Clinic
Miss Hamblin	5 days	Fort Garry
Mrs. Hudson	7 days	St. Joseph's Hospital
Miss Hanford	1 day	" "
Miss Johnston	1 day	Misericordia Hospital
Miss Naslanki	10 days	Fort Garry
Mrs. Morris	1 day	St. Joseph's Hospital
Mrs. MacMorrin	3 days	" " "
Mrs. MacMorrin	1 day	Fort Garry
Mrs. Peturrson	2 days	Fort Garry
Mrs. Patton	10 days	Auditorium
Miss Perfect	4 days	Fort Osborne
Mrs. Small	5 days	St. Joseph's Hospital
Miss Alice Smith	1 day	320 Sherbrook St.
Mrs. Tandy	4 days	Robertson House
Miss Thomas	7 days	Auditorium
Miss O. Brown	5 days	"
Miss Coram	2 days	Immigration Hall, Misericordia Hospital
Miss Keenan	7 days	St. Joseph's Hospital
Miss Kemp	1 day	Auditorium
Miss McKerlie	1 day	Fort Garry
Miss Stairs	3 days	Auditorium
Mrs. Watchhorn	6 days	"
Mrs. Young	7 days	St. Joseph's Hospital
Mrs. Hartley	3 days	Auditorium
Miss Pearce	1 day	"

# EVACUATION SHELTERS

Name	Days	Place
Miss Bolt	May 22	Assigned to Winnipeg Beach
Miss Hernson	Since May 16	Chippawa
Miss Kellet	1 day	Winnipeg Beach
Miss Kain	May 17	Air Lift
Miss anson	Since May 16	Chippawa
Miss Madden	9 days	Chippawa
Mrs. Minaker	3 days	#2 Hangar
Miss Sellick	Since May 16	Chippawa
Mrs. Samson	1 day	Air Lift
Miss Coram (Called through Directory)	2 days	Chippawa
Mrs. Chapman	4 days	Stevenson Field Air Lift
Miss Gardner	1 shift	Stevenson Field
Mrs. Harlow	1 day	#2 Hangar
Mrs. Mitchell	4 days	Sparling Hall
Mrs. McLaren	3 days	Sparling Hall

# HOSPITAL DUTY

- 4 -

Name	Days	Place
Miss Matthews	May 18	Assigned to Deer Lodge Hospital
Miss O'Keethe	1 day	Deer Lodge Hospital
Mrs. Pratt	1 day	" " "
Mrs. Samson	5 days	" " "
Mrs. Sneasby	1 day	" " "
Miss Anderson	1 day	" " "
Miss Drinkwater (Municipal staff)	-	Now at Deer Lodge Hospital
Miss Decter	1 day	Deer Lodge Hospital
Mrs. Doersuin	1 day	St. Joseph's Hospital
Mrs. Harlow	1 day	Winnipeg General Hospital
Miss P. Martin	1 day	Deer Lodge Hospital
Miss Skagfeld	1 day	" " "
Miss Stockley	1 day	Winnipeg General Hospital
Mrs. Town	1 day	" " "
Miss Angus	1 day	Victoria Hospital
Miss Barkley	1 shift, May 11	Deer Lodge Hospital
Mrs. Bell	1 day	" " "
Mrs. Bonfonti	1 day	Ft. Osborne
Mrs. Brathwaite	-	On Staff, Deer Lodge Hospital
	May 10	On Staff, Stevenson Field, RCAF
Miss Crura	1 shift	Deer Lodge Hospital
Miss Gray	-	On Staff, Deer Lodge Hospital
Miss Haney	May 10	On Staff, Stevenson Field
Mrs. Harney	May 16	Assigned to Deer Lodge Hospital
Mrs. Kelley	May 17	Assigned to " " "
Miss Loos	May 10	Assigned to duty, Stevenson Field

## EVACUATION SERVICE ... TRAIN, BUS, AMBULANCE AND PLANE

Name	Days	Transportation
<u>Team #1</u>		2 Trains - Canadian National Rys.
<u>4 Saskatchewan Nurses</u>		
Miss Wright	6 days	
Miss Smith	6 "	
Miss Brett	6 "	
Miss McCann	6 "	
Mrs. Anderson	6 "	
Mrs. Smillie	6 "	
<u>Team #2</u>		2 Trains - 1 Canadian Pacific Ry. 1 Canadian National Rys.
Miss Warren	4 days	
Miss Rose	4 "	
Miss O. Brown	4 "	
Miss Dick	4 "	
Miss McKerlie	4 "	

EVACUATION SERVICE ... TRAIN, BUS, AMBULANCE AND PLANE CONT'D.

<u>Name</u>	<u>Days</u>	<u>Transportation</u>
<u>Team #3</u>		
Mrs. Randall	3 days	1 Ambulance Trip
Mrs. Elliott	3 "	1 Train Trip
<u>Team #4</u>		
Mrs. Carmichael)	1 day	Train from St. Norbert
Miss Martin )	1 day	Train to Portage la Prairie
Mrs. Carmichael (Alone)	1 day	Train to Portage la Prairie
Mrs. G. Bell	2 days	Train to Altona
Mrs. Blackburn	2 days	Train to Dauphin
Miss Hanford	2 days	Train to Eriksdale
Miss Decter	1 day	C.P.R. train to Brandon
Miss Jacobson	4 days	Train to The Pas
Mrs. Mitchell	1 day	CNR "Shuttle Service" - St. Bon. to Winnipeg
Mrs. Rodstrom	2 days	"
Mrs. Town	3 days	"
Miss Joan Keenan	May 25	To Brandon by train, with baby Laroque.
Mrs. Ferguson	1 day	Bus to Portage la Prairie
Mrs. Harlow	1 day	Plane - Air Lift to Lethbridge
Mrs. Scott	1 Shift	Ambulance - Winnipeg (W.G.H.) to Transcona.

NURSES ASSIGNED TO HOSPITALS

Name	Date
<u>1. TO EMERGENCY HOSPITAL IN REGINA.</u>	
Miss Avery (ex.St.Boniface Hosp.)	May 18
Miss Chock "	May 18
Miss Culvert "	May 18
Miss Kosier	May 18
Miss Madden	May 18
Miss McLean	May 18
Miss Steiner	May 18
Mrs. Whatnough	May 18
Miss Andrews	May 18
Miss Walker	May 18
<u>2. TO FORT S.N. Saskatchewan</u>	
Miss Bartley (Municipal Hosp.)	May 17
Miss Mary Wicks "	May 17
<u>3. TO SASKATOON SANATORIUM</u>	
Miss Bradford (Municipal Hosp.)	May 17
Miss Gratton "	May 17
<u>4. TO FORT WILLIAM</u>	
2 Nurses assigned from Deer Lodge for St.Boniface Sanatorium patients.	
Miss Helash - These nurses went to Fort William with patients.	
Miss Salrigret - Not known if they stayed in Fort William.	
<u>5. TO PORTAGE LA PRAIRIE EMERGENCY HOSPITAL (Indian School &amp; Farm Home)</u>	
Miss De Brincat (Prov. Health Dept.)	
Miss Gunn	
Miss Roe (Prov. Health Dept.)	
<u>6. TO ETHELBERT (established Hospital)</u>	
Mrs. Townsend (St. Boniface Hosp.)	May 17
<u>7. TO SHILO EMERGENCY HOSPITAL</u>	
Miss Mann (Mahon)	6 days
Miss Bolt	6 days

# LICENSED PRACTICAL NURSES

Name	Days	Place
Miss McCarter	3 days	Stevenson Field
Mrs. Batters	1 day	Deer Lodge Hospital
	1 day	Robertson House Inoculating Centre
Miss Hart	May 16	Assigned to Indian School, Portage la Prairie (Emergency Hospital)
Mrs. Isaacs	May 18	Assigned to Regina Emergency Hosp.
Miss Johnson (Municipal Hosp.)	May 18	Fort San
Miss Manchester " "	May 18	Fort San
Miss McCarter	May 17	Assigned to Indian School, Portage la Prairie (Emergency Hospital)
Mrs. Poston	May 21	Assigned to Regina Emergency Hosp.
Mrs. Tomlin	May 23	" " " " "
Mrs. Verhaight	May 18	" " " " "
Mrs. Charters	May 20	" " " " "
Miss Bourke	May 18	" " " " "
Miss Buell	May 18	" " " " "

# PRACTICAL NURSES (UNLICENSED) & NURSES' AIDES

Name	Days	Place
Mrs. Adams (Aide)	6 days	Robertson House Inoculating Centre
Mrs. Jackson (Aide)	1 day	Auditorium " "
Miss MacLean (Aide)	1 day	" " "
Mrs. Reid (Aide)	1 day	Misericordia Hosp. " "
Miss Southwart (Aide)	1 day	Auditorium " "
Mrs. Reid (Aide)	4 days	Train to The Pas
Miss Thompson (Aide)	1 day	Deer Lodge Hospital
Miss Calverley (Prac. Nurse)	May 17	Assigned to Regina Emergency Hosp.
Mrs. Crowe " "	-	Assigned to Indian School, Portage la Prairie (Emergency Hospital)
Mrs. Cayley " "	-	" "
Miss Walker (I.) " "	8 days	Indian School, Portage la Prairie (Emergency Hospital)
Miss M.A. Hubeli " "	8 days	" "
Mrs. R. Searle " "	8 days	" "

This does not include St. John Ambulance personnel.

This does not include Red Cross V.A.D. personnel.

NURSES' AIDES & PERSONS WITH HOME NURSING COURSES

Name	Days	Place
Mrs. Adams	5 days	Deer Lodge Hospital
Mrs. Atkinson	-	First Aid (CNR Station) see card
Miss Armstrong	2 days	3rd Floor Auditorium
Mrs. Borrows	3 days	Deer Lodge Hospital
Mrs. Fraser	1 day	Deer Lodge Hospital
Mrs. Grant	2 days	Deer Lodge Hospital
Mrs. Mandick	1 day	" " "
Miss Rep	1 day	" " "
Miss Stalker	3 days	Stevenson Field
Miss Wiebe	1 day	Deer Lodge Hospital
Mrs. Wiebe	1 day	" " "
Miss S. Stalker	2 days 2 hours	Train to Regina Special duty, Westside Station
Miss J. Elma	1 day	Deer Lodge Hospital
Mrs. Glenn	1 day	" " "
Mrs. Johnson	1 day	Mobile First Aid
Miss E. Lee	1 day	Auditorium Shelter
Miss Lisowick	1 day	" "
Mrs. Lloyd	3 days	Deer Lodge Hospital
Mrs. Lund	7 days	On Staff - Deer Lodge Hospital
Miss Moir	2 days	Train to Regina
Miss Penner	1 day	Deer Lodge Hospital

SUGGESTIONS FROM "NURSING DESK"

1. That in order to facilitate inter-departmental co-operation, registration and assignment of all nursing personnel must be channelled through the Nursing Department, known as the "Nursing Desk".

2. That there should be accurate registration of nursing personnel for the following categories:

- a) Registered Nurses;
- b) Graduate nurses - Married "inactive" nurses;
- c) Licensed Practical Nurses;
- d) Practical Nurses - a broad term;
- e) V...D's;
- f) Individuals with Home Nursing courses.

3. That it be an objective that assignment to duty be on a schedule basis if possible. If a definite schedule with the same nurses on each shift can be set up it increases efficiency of service,

e.g. First Aid Room

e.g. Inoculation Centres

This schedule is difficult to maintain when volunteer help is used, and in a disaster such as the Manitoba Flood, home situations may change very quickly and general conditions vary.

4. That the maximum length of time for shifts shall be 6 hours. Fatigue, excitement, and mild hysteria, tend to reduce commonsense, good judgment, and the gentle sympathetic approach.

5. That "Desk" personnel should be composed of experienced nurses from the City Health Department, Provincial Health Department, Victorian Order of Nurses, and Red Cross Nursing Department. The knowledge of community needs and resources that these nurses have is imperative for the efficient functioning of the "Desk".

6. That "teams" of nurses should be made up, and assignment be made on a team basis for train, bus, and ambulance evacuation, whether medical or non-medical evacuation cases.

7. That a recorder and a typist (not a nurse) be assigned to the "Desk".

MOVEMENT PLAN NUMBER TWO

Return of Flood Evacuee patients to Winnipeg

All nurses assigned to volunteer duty from Medical Nursing Desk.

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TRAIN DUTY - MAY 25TH TO JUNE 6TH

May 28th Ambulance Trip to Gimli

- 1 Reg. Nurse - City Health Department
- 2 Red Cross V.A.D's - Miss Johnston  
Miss Allison

May 28th (N1) Train to Saskatoon - C.N.R.

- 5 Registered Nurses from Winnipeg General Hospital
- 2 Male Orderlies from Winnipeg General Hospital
- Red Cross V.A.D's - Mrs. Riddell  
Miss Pat Wood  
Mrs. Price  
Miss Margaret Kelly  
Miss M. McNeill

Miss Penner, Licensed Practical Nurse  
Miss Elmen, Nurses' Aide

(N2) Train to Regina - C.N.R.

- Registered Nurses from Winnipeg: Miss Rose  
Miss McKerlie  
Mrs. Anderson  
Mrs. Patton  
Miss Sellick
- Red Cross V.A.D's: Mrs. Hubbell Miss Wright  
Miss McKibbin Mrs. Owens  
Miss McKenzie Miss des Brisay  
Miss Beale
- St. John Ambulance V.A.D's: Mrs. Stinson Miss Richards  
Mrs. Wade Mrs. Cowley  
Mrs. Brooks
- Nursing Orderlies: Mr. W.J. Powell  
Mr. John Thiessen  
Mr. Peter Schroeder  
Mr. Rocan.



TRAIN DUTY CONTINUED

May 29th (P1 & P2) Train to Regina - C.P.R.  
Train to Moose Jaw - C.P.R.

Nurses:	Miss Pearce	Mrs. Young
	Mrs. Carmichael	Mrs. Scott
	Mrs. Elliott	Miss McKinnon
	Mrs. Randall	Mrs. Publow
	Mrs. Chapman	Miss Stairs
Red Cross V.A.D's:	Miss G. McCoustra	Miss June Cameron
	Miss Marie Guay	Miss Hazel Heidrick
	Miss Marguerite Walters	Miss Irene Main
	Miss Irene Fedak	Miss Ruth Peacock
	Miss Sadie Purves	Miss Bette Laidlaw
Nursing Orderlies:	Mr. Firman	
	Mr. J. Conneron	
	Mr. Walter Lawrence	
	Mr. DeKoven	

May 30th (P4) Train to Lethbridge - C.P.R.

Miss Decter, Reg. N.  
Miss Graham - St. John Ambulance

(P5) Train to Medicine Hat - C.P.R.

Mrs. Town, Reg. N.  
Mrs. Scott - Nurse

May 31st (P7) Train to Regina - C.P.R.

Nurses:	Miss Warren
	Miss LaCroix
	Miss Stairs

St. John Ambulance Aides:	Mrs. Cotter
	Miss Binnie

Orderly:	Mr. Powell
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May 31st (N5) Train to Edmonton

Reg. Nurses:	Mrs. Anderson
	Mrs. Patton

Red Cross V.A.D.	Mrs. Owens
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May 31st Ambulance Trip to Transcona

Nurse:	Mrs. Hartley
3 St. John Ambulance Aides.	

TRAIN DUTY CONTINUED

June 1st (N4) Train to Prince Albert

Nurses:	Mrs. Barber
	Mrs. Hulme
	Miss Kosiar
Red Cross V.A.D's:	Miss DesBrisay
	Miss Chown

1 Orderly

June 1st (P8) Train to Yorkton - C.P.R.

Nurses:	Mrs. Carmichael
	Mrs. Randall
St. John Ambulance Aides:	Miss McKnight
	Miss Cachet

June 3rd (N8) Train to The Pas

City Health Nurse	
Red Cross V.A.D's:	Miss P. Woods
	Miss Kelly

June 5th (P10) Train to Regina - C.P.R.

City Health Nurses		
Nurse:	Mrs. Town	
Red Cross V.A.D's:	Miss Allison	Miss McKenzie
	Miss Williams	Mrs. Riddell

4 Orderlies

Calls dispatched to St. John Ambulance Association for personnel for trains:

June 4th - 2 Aides from St. John Ambulance - Ambulance trip to Portage la Prairie.
June 4th - 1 Aide " " " " - To Kamsack
June 3rd - 1 " " " " - To Fort William
June 5th - 4 Aides " " " " - To Altona, Morden, Killarney, Deloraine
June 7th - 2 " " " " - To Brandon
May 31st - 1 Aide " " " " - To Carman
June 1st - 1 " " " " - To Shoal Lake

A P P E N D I X (C)

SEE LETTER DATED SEPTEMBER 1, 1950, FROM DR. G. S. FAHRNI

"DENTAL"

## DIARY OF DENTAL EMERGENCY COMMITTEE

Monday, May 8th

The Red Cross Organization, through a Manitoba Vice-President, Dr. Gordon S. Fahrni, called a meeting of representatives of all medical, nursing and dental bodies centred in Winnipeg, at Red Cross Headquarters, Mall at 8:00 P.M.

The outline for organization stemmed from Red Cross experience during and subsequent to the Noronic disaster. Dr. W. S. Stanbury, National Commissioner of Red Cross and Mr. Colin Herrle, Administrator, Disaster Services, American National Red Cross, emphasized the necessity of preparing for the worst eventualities which might evolve from the worsening flood conditions.

The President of Manitoba Dental Association - Dr. K.M. Johnson  
The President of Winnipeg Dental Society - Dr. J.B. Rumberg  
and Dr. J. O. Brown, Vice-President of the Winnipeg body attended the above mentioned meeting. These members agreed to amalgamate their respective executive bodies to be known as the Emergency Dental Committee and to call a general meeting of the dentists in the Winnipeg area for Wednesday, May 10th, at 8:00 P.M. at the Medical Arts Club Rooms.

The general assembly of dentists called to this emergency meeting was opened by Dr. Johnson, who explained the nature of the emergency and the objectives for the dental profession in the crisis. He suggested that the Winnipeg executive were in a more favorable position to activate the policies which were to be formulated but volunteered to personally do the liaison with Dr. Fahrni's committee, and as proxy of the senior dental organization to utilize its resources when indicated.

Dr. Rumberg then took the chair at Dr. Johnson's request and after adding some pertinent comments regarding the duty of the profession, called on Dr. J.O. Brown to outline progress to date and immediate aims.

Dr. Brown reported that the priority aim of establishing a clinic for relief of pain at the Auditorium was practically completed. The attainment of a register of volunteer personnel in the following categories was necessary to activate it and subsequent clinics -  
1) Dentists, 2) Dental Nurses, 3) Chair Assistants - ex service.

The objective was outlined briefly as follows -

- a) Personnel to operate under normal utilities  
Personnel to operate in spite of loss of power  
and light facilities.
- b) Equipment - chiefly mobile and operable under  
auxiliary power or independent of usual  
utilities.

Personnel for all eventualities was felt to be available from the city. Equipment of the mobile type and independently powered was the most important early consideration as the provincial Government Department of Health and the Army were the most obvious sources but some time would elapse before delivery. With this in mind Major Wynn Cunningham, D.O. at Clinic #10, Fort Osborne, had been contacted and asked to indent for 12 Army A & B dental kits and to secure one mobile dental clinic from Army Vehicle park at McDonald, Manitoba.

The items of equipment which are contained in army kits and which were essential to cover the situation if the power supply was cut off are 1) the foot engine, 2) alcohol or gasoline heated sterilizers 3) battery operated head light.

The situation could deteriorate to the point of either loss of power with its subsequent crippling of usual equipment or a segmentation of the city into varying numbers of zones where transport and communication might be indefinitely suspended. We, as an emergency committee felt we could successfully conduct services to alleviate pain and dental infection for evacuees, workers, residents under the catastrophe conditions if the above mentioned equipment was received and the register of volunteer personnel secured.

Calling for volunteers from those present at the meeting, Dr. Rumberg asked that they provide the following information.

Name,	Address (present)	Phones (office (home)
Equipment (mobile) if any:		

Everyone present turned in the information requested, so that our register of dentists was sufficient for any projected plan. They also empowered the Emergency Committee with the authority to proceed as circumstances required.

May 11th The Clinic in the Auditorium commenced service with equipment from Dr. G. Campbell (Provincial Public Health), Denco, Ash-Temple and the C.C.T.C. Miss M. Kitching, Secretary of the Dental Assistant's Association, helped by securing a nucleus of a roster of dental nurses. This was augmented by non-members phoning in from various offices.

Original consumable supplies were obtained on memo from Denco, and some from Dr. Campbell's Department. A register of ex-service chair assistants was the most difficult to secure and after intensive phoning proved fruitless a radio appeal was made asking this category to register by phone at the Clinic.

Consideration was given as to the advisability of setting up relief of pain clinics in areas east of the Red in the then isolated areas, but surveys in person and by phone showed no lack of service, or insufficient numbers of people in a given area.

- 2 -

The surviving hospitals were given attention as possible sites for extension of service, particularly if further segmentation of the city occurred, but inquiries showed no demand at these institutions although the General Hospital was later covered by three staff men - Drs. Passalis, Winograd and Fremming - going on call in rotation a day at a time. The Auditorium Clinic functioned with personnel on duty three hour shifts a.m. 9 - 12, 12 - 3, 3 - 6, 6 - 9 p.m. and dentist on call from 9 p.m. to 9 a.m. This was discontinued on May 20th and the Auditorium became a reference point where patients were sent to central offices in rotation.

The Winnipeg Beach area came under scrutiny as a location possibly needing service. The A & B Army kits were received by Major Cunningham at Fort Osborne on Monday, May 15th - on the 17th a mobile dental clinic left Winnipeg 7:00 a.m., Drs. Rumberg and Rabinovitch arrived at Matlock 9:00 and service for relief of pain made available there and at Whytcwold, Ponemah and Winnipeg Beach. Twelve patients received services in this initial trip and the committee felt a second trip with more notice given to the Winnipeg Beach authorities was desirable to complete the survey of needs. Consequently the trip to Winnipeg Beach only was repeated on the 25th of May but only four patients presented. This showed without doubt the lack of necessity for any further service in this area, and as the Auditorium clinic was by this date only a point of reference, all equipment was returned to the various lending parties and the Dental Emergency Committee dissolved by common consent on June 1st.

One interesting side light was occasioned by an early intimation that evacuees in some transit centre desired tooth brushes and dentifrices. Taking the greatest possible demand and long range view for reference, we requisitioned for and received through Red Cross auspices a huge stock of these essentials to oral hygiene. Unfortunately the items in question came so far down the list of essentials and so far outside the realm of practical distribution that only a small percentage were released. The remainder were returned to their sources for credit to the Red Cross account. The members of the Manitoba Dental Association outside the city of Winnipeg were each sent a letter requesting that service be given to evacuees in the area on a basis similar to our plan in Winnipeg and that any demand for tooth brushes and dentifrices could be met by our stock in Winnipeg. Simple denture base fractures could be handled gratis while a policy for full denture replacement could be rapidly evolved if the demand warranted.

(Sgd.) Kenneth H. Johnson

President, Manitoba Dental Association

(Sgd.) Jos. B. Rumberg

President, Winnipeg Dental Society

(Sgd.) J. O. Brown

Vice-President, Winnipeg Dental Society.

A P P E N D I X (D)

SEE LETTER DATED SEPTEMBER 1, 1950, FROM DR. G. S. FAHRNI

"PUBLIC HEALTH AND SANATORIUM"

## THE EVACUATION OF AGED AND INFIRM FROM NURSING HOMES, MAY 1950

F. G. STUART, M.D.

There are some twenty nursing homes in the City of Winnipeg. Many of these are old mansions situated along the Assiniboine River near its mouth. Here live many aged and infirm who are unable to support or care for themselves. Many of these are indigent and are therefore the responsibility of the City of Winnipeg Health Department.

In late April the waters of the Red River rose above flood level. This caused the level of the Assiniboine River to also rise near its outlet. Being situated along the Assiniboine River, many of the nursing homes were threatened with flooding. On Saturday, May 6, Dr. Cadham inspected the threatened homes with a view to determining the extent to which they were imperilled. It was apparent that with continued rise of the river many of them would become inoperable and unusable. The problem of new housing for these patients had now to be considered. It was thought that some of these inmates might be placed with relatives elsewhere in the city, and that others might be allocated to nursing homes on higher ground. These measures, however, did not solve the problem. The St. John Ambulance Corps was asked to set up a temporary shelter in the St. John Ambulance house. On Sunday, May 7, this was opened and all remaining patients from the threatened homes were evacuated to it by army ambulance. Having removed the patients from immediate danger, the next problem was to obtain satisfactory accommodation for them until the flood had receded. Dr. Cadham suggested that they might be placed in small rural hospitals. Dr. Donovan was asked to investigate this possibility. Letters were sent to rural hospitals asking how many patients they might be able to accommodate. Because the river was continuing to rise to dangerous levels, higher authorities began to take note and large scale medical organization began. A committee was formed with representatives from the city and provincial health departments, the army, hospitals and the medical associations, as well as the nurses, and Red Cross. One of the first recommendations of this committee was that aged and infirm requiring nursing care be evacuated to hospitals in rural Manitoba. On May 10, 1950, Dr. Cadham initiated these recommendations. About 1200 hours, he asked for medical assistance. From the list of volunteer doctors the following were obtained: Drs. Stuart and Bowles, who immediately began to contact the rural hospitals by long distance telephone to confirm the number of beds available for evacuees. Others were Dr. Jauvoish, Swann, McCann and Nimilowich, who visited several nursing homes immediately, obtaining notes on the condition, diagnosis, medication, next-of-kin, and particularly whether the patients were to be individually considered stretcher or walking cases. About 1500 hours, Drs. Tisdale and Tanner arrived at the City Health Department, as liaison officers from the District Medical Officer and they were to be responsible for arranging transportation for the patients. Headquarters for the evacuation were set up in Dr. Cadham's office which was re-organized along the lines of an army orderly room. This was facilitated by the fact that many of Dr. Cadham's office staff are ex-army personnel with administrative experience. Because ambulances were available, it was suggested by Dr. Tisdale that some of the patients might be moved that night to the neighboring towns. By about 1700 hours, the bad state of the



hospitals had been confirmed and the pertinent information about patients in nursing homes was available. Nominal rolls were made up and patients dispatched from nursing homes as follows on the evening of May 10, 1950, by army ambulance.

Carman - 10 patients, six stretchers and four walking.  
Portage la Prairie - 17 patients, ten stretcher and seven walking.  
Gimli - 11 patients, four stretcher and seven walking.  
Selkirk - 6 patients, five stretcher and one walking.

The nominal rolls were made in triplicate, one copy being kept by the City Health Department, and three being sent to the nursing home from whence the patients were to leave. The information contained in the rolls was as follows: the name, age, diagnosis, medication, next-of-kin and their address, and whether the patient was a walking or stretcher case. Tags were prepared containing the same information and were to be tied to each patient. It was next decided to organize evacuation by rail for Thursday. Destinations along three lines were selected. There were the north line to Neepawa, Minnedosa, and Shoal Lake. Main line towns, Portage la Prairie, Brandon and Virden. And south line towns, Deloraine, Boissevain, Killarney, Crystal City, Morden, Winkler and Altona. Having in mind the number of beds available in each town, nominal rolls were prepared by Dr. Stuart and Dr. Swan as to destination. Because the patients were scattered through so many homes in the city, special lists had to be prepared for pick-up by the Army. These were made up for each nursing home as to destination, and according to whether the patients, as described above, were prepared. This entailed considerable paper, but was finally completed about 4 a.m. Excellent assistance was obtained from Rm. Johnson and Mr. Fridfinson of the C.P.R. and the army liaison officer, Dr. Tisdale, in the selection of towns to which these patients were to be sent. The co-operation of the City Health Department staff was marvellous and the immense amount of paper work could not have been accomplished without their assistance.

At 7:40, May 11, 1950, loading of three trains began at the C.P.R. station, Winnipeg. Excellent co-operation was obtained from the R.C.A.M.C. ambulance drivers, volunteer stretcher bearers, the Deer Lodge orderly staff and the C.P.R. The work of Miss McKenzie in arranging for City Health Department nurses to accompany trains and the volunteer nursing aides must not be forgotten. Patients were dispatched as follows: On train 105, which consisted of one coach and one baggage car, to Neepawa, eight patients, all walking; to Minnedosa, 21, to Shoal Lake, 4. Three nurses accompanied this train. The main line train, consisting of one baggage car and one coach, carried patients as follows: To Portage la Prairie, three, all walking; to Brandon, 20, two walking and 18 stretcher; to Virden, ten, all walking. Six nurses accompanied this train. The south line train was also one baggage car and one coach and carried patients to Deloraine, four, three walking and one stretcher; Boissevain, nine, two walking and seven stretcher; to Killarney, 15, eight walking and seven stretcher; to Crystal City, four, one walking and three stretcher; to Morden, 20, 11 walking and nine stretcher; to Winkler, 12; to Altona, seven, three walking and four stretcher. Dr. A. Natsuk and six nurses accompanied this train. One of the points overlooked in the initial

planning of these trains was that of equipment in the baggage cars. This, however, was rectified before the trains left. Pails, bedpans, urinals, toilet paper, tissue, soap, towels and chloride of lime, as well as drinking water supplies, were provided. The Red Cross provided coffee and fruit and sandwiches for the patients. After these trains left, word was received that the Jewish Old Folks Home was no longer tenable, the heat having been cut off. They were therefore transported to St. John's House and work began on nominal rolls to cover their evacuation from the city. By this time, Drs. Tanner and Tisdale, for the army, had taken over completely the responsibility for arranging transport. Arrangements were made with them to send nine patients to Ericksdale, seven walking and two stretcher, on Monday, the 15th. To The Pas, ten patients, five walking and five stretcher, to go on Friday, May 12th; and to Dauphin, six patients, for the same day, all being stretcher cases. In addition to these patients, we had thirteen allocated for Altona, but for whom no transportation had been arranged, housed at St. John's House. There were also three unallocated patients there. The list of beds available to us for evacuation of patients at this time was as follows: Carman, five; Souris, six; Ste. Rose du Lac, five; Russell, ten; Ethelbert, six; Warroads, Minnesota, 12; Birch River, five.

The next day, Friday, May 12th, was a fairly busy one. Activity began about 1100 hours when we were informed that the transport officers, Drs. Tanner and Tisdale, would be available in the M.O.'s office or at the special train section at the Auditorium. At 11:55 we were informed that Dr. Shannon of the Red Cross was busy trying to line up available beds in Saskatchewan for evacuation purposes. At 1300 hours, Dr. Tanner informed us that the army did not care to send patients to one of the places on our bed state, that is Warroads, Minnesota, because of transportation difficulties. Dr. Swan had already obtained clearance for twelve patients to this town. This was therefore returned to him by registered letter. About the same time, we received information that a man by the name of Chapman, who had been allocated to Dauphin, had been sent to the Winnipeg General Hospital instead as he was too ill to move. This change was noted on the nominal roll. About 1320 hours we were advised that a Mrs. May Dutton was in Deer Lodge Hospital and probably should not be moved because she was dying. At 1325 hours Mrs. Robinson obtained information that there were now six unallocated patients at St. John's Ambulance House. Patients were now being sent here by the Red Cross Welfare Division who had been referred to them as aged and infirm, unable to be evacuated privately. By 1400 hours, we had received information of seven patients in a nursing home at 436 Simcoe Street. Dr. Tanner was contacted at the D.M.O.'s office and asked to arrange transport for these people to Souris Hospital. At 14:10 we advised St. John's Ambulance House to prepare their six unallocated patients for evacuation to Ethelbert, Manitoba. Dr. Swan went to the home to help them in preparing the necessary documents. Dr. Tanner was informed and asked to arrange for transportation and was also reminded to wire the hospital in advance of the arrival of the patients. At 14:45, Mr. Shannon telephoned from the Red Cross. It appears that he is secretary of the Manitoba Hospital Association, who is serving in the Red Cross Medical Department, and his job is to find out where beds are available to which patients may be evacuated. He advised that 50 beds would be available at the Yorkton General Hospital. He also

stated that he had been sending patients to Brewster's Nursing Home from the Red Cross Welfare and expected to have about twelve in that home by night. During this afternoon an imminent problem arose, that is the disposal of patients from Glendale Sanatorium, operated by the notorious Ruby Couch. There were nine patients in this home who were wards of the city. Some of these were quite violent and posed a problem for evacuation. Dr. Cadham asked Dr. Pincock to examine these patients during the afternoon. He did so and felt that it would be less of a problem to leave the more refractory patients in the Glendale Hospital. He stated that he would write us a letter to this effect. Nominal rolls and tags were therefore prepared for five patients who might be moved from the Glendale. At 15:50, Col. Morgan Smith was phoned and asked to arrange transport for these five to St. John's Ambulance House. At 15:20, Mr. Shannon advised us that there were nine more beds available at Portage la Prairie. At 1600 hours we were informed that transportation had not yet been arranged for the 13 patients allocated to Altona. At 16:40, Mr. Shannon phoned to say that Dr. Donovan had approved the transfer of patients to Saskatchewan hospitals. This was a noteworthy development but we later found that there was much red tape attached. At 16:45, it was learned that there were 92 patients in Deer Lodge Hospital to be moved. These were aged infirm who had been placed in there earlier in the week. We thought that 50 of these might be sent to Yorkton and, accordingly, a letter was dispatched to Dr. Dunlop to select 50 of these and prepare the nominal rolls and tags according to the plan which we had used previously and also to make a list of the patients and send it to the City Health Department for records. Dr. Tanner was asked to prepare transportation for these 50 to Yorkton.

At 17:25, phoned Dr. Toni at Altona. He informed us that he had received three patients and had room for six more. This somewhat upset our plan to send 13 patients to this hospital. He would have taken more if we had been able to give him some beds and help. 17:45, Dr. Fryer at Ethelbert was contacted by phone. She agreed to take six patients, whom we would send on Monday, May 15th. 18:00 hours we phoned the Souris Hospital. They are ready for the seven from 436 Simcoe Street who will be sent out Saturday, May 13th. At 18:25, Dr. Tanner phoned to tell us that the departure times had been arranged for the Souris patients, namely, 10:05 Central Standard Time, for seven patients via C.P.R. on Saturday, May 13, 1950. Also to Altona, at 11:00 Central Standard Time, by C.P.R., six patients, on Saturday, May 13, 1950. At 19:50 hours Dr. Tanner advised us that 26 of the 92 patients at Deer Lodge would be flown to Yorkton, tonight, that is May 12, 1950. In addition, ten from St. Boniface Old Folks Home will be flown to Yorkton. This will leave approximately 14 beds to fill at Yorkton. 2000 hours, Mr. Shannon was phoned and told us he was lining up beds in Regina and elsewhere in Saskatchewan.

By this time, we had on hand in St. John's Ambulance House, 19 patients who were allocated to Souris, Altona and Ethelbert and only were waiting for transport. Four patients were here who had not been allocated. Ten patients were in the Brewster Nursing Home and 72 in Deer Lodge Hospital. The latter were being kept on wards "H" and "I" and were being nursed by nurses from the City Health Department.

At 21:15 hours we were informed that only 20 patients, instead of 26, had left for Yorkton at 1900 hours by air. This was in addition to ten other patients who were sent there. We therefore had twenty beds left to fill at Yorkton. It was becoming apparent about this time that Mr. Shannon at the Red Cross Centre was unable to obtain any definite commitment of beds. Something had to be done to break this impasse. Accordingly at 2300 hours, Dr. Cadham phoned Dr. Mott, Deputy Minister of the Saskatchewan Health Department at Regina. Dr. Mott advised that 48 beds were available at Regina and a further 48 at Saskatoon. However, he asked us to find out how many male and female stretcher and walking cases were to be sent. This we felt was unnecessary red tape, as our experience showed that it made little difference what the sex or nature of the case was. For all practical purposes they required nursing care mainly. Dr. Cadham informed Dr. Donovan what he had done. About this time Mr. Shannon reported thirty beds available at Kamsack. At 23:45 Dr. Cadham phoned Yorkton. Ten of our patients had arrived, ten more were on the way. They were willing to accept another fifteen patients on Saturday. The passing of time had now carried us to the early hours of Saturday, 13th of May, 1950. Dr. Cadham went home for much needed sleep. Dr. Stuart remained at the City Health Department awaiting Dr. Tanner so that transportation for patients to Regina and Saskatoon might be arranged. At 1:05 Dr. Stuart phoned Dr. Mott and confirmed 48 beds at Regina and Saskatoon. Dr. Mott was advised to expect 48 patients at Regina on Sunday morning, 14th of May, 1950. He asked that the sicker patients be sent to Saskatoon. He also asked to have the number of bed, sitting and walking patients of each sex wired to him in advance of the train arrival so that he might arrange allocation of patients to different hospitals in Regina. Dr. Tanner informed me that he would send eleven patients by air to Yorkton at about 1000 hours Saturday. He expected to send the 48 patients to Regina by train Saturday evening. This left us with thirteen patients at Deer Lodge who Dr. Tanner suggested that he might send out by air to Fort William some time on Saturday. It later transpired that these thirteen were too sick to go and we substituted another thirteen patients at Deer Lodge who Dr. Tanner suggested that he might send out by air to Fort William some time on Saturday. It later transpired that these thirteen were too sick to go and we substituted another thirteen which will be mentioned later. A request was received from the D.M.O's office, through Dr. Tanner, that we inform them how many patients we had on hand every morning. A memo was left for Miss McKenzie's attention when she arrived Saturday morning that four R.N's and eight aides would be required for the four cars carrying patients to Regina on Sunday night. The Red Cross was advised of these allocations which we had made. Shannon was not there, but this information was left with his representative. At 0200 hours a letter was sent by messenger advising Deer Lodge of these moves. At 11:40 Saturday morning there were nine unallocated patients at St. John's House, and eleven in Brewster's Nursing Home, making a total of twenty. Six patients for Ethelbert were being looked after at St. John's Ambulance House. At 11:45 a long distance call from Whitemouth Hospital told us that ten beds were available there. This information was passed on to Mr. Shannon at the Red Cross Centre.

At 11:50 Dr. Cadham arrived from the usual morning committee meeting, and stated that the general policy from now on will be to move aged and infirm to distant hospitals and try to keep beds available for active treatment cases in the nearer hospitals. About ten per cent of all General Hospital cases will be evacuated every day. Dr. Somerville of Alberta said Dr. Donovan's office was now arranging for beds in Alberta by long distance telephone. He will notify Mr. Shannon what is available. Dr. Rauth of Saskatchewan is also at Dr. Donovan's office, and he will obtain beds available in Saskatchewan and inform Shannon of these. We discussed the problem of the evacuation of the convalescent home. It was thought that we might evacuate these directly to the home without putting them in Deer Lodge Hospital for documentation. It had become our policy to evacuate these patients from Deer Lodge because of the better documentation done there by experienced clerks. At 1300 hours we found that Deer Lodge had room for about 30 patients on Wards "H" and "I". It is believed that the Red Cross will be able to refer cases for evacuation directly to Deer Lodge by midnight, Saturday, and St. John's House and Brewster's Nursing Home will no longer be required as collecting points. It was also decided that Dr. Miller check the patients at the convalescent home to determine their status, that is, stretcher or walking patients and have the necessary documentation done. Dr. Swan went to the home to arrange for the latter.

1400 hours, a letter was sent to St. John's Ambulance House asking them to prepare nine patients for transport to Deer Lodge. Letter was sent to Brewster's Home, who now had fifteen patients, asking that they be prepared for evacuation to Deer Lodge. 14:15 hours, Dr. Tanner was asked to arrange transportation of the above. He said he would do it at his convenience since they were busy with their ambulances. 1500 hours, Dr. Natsuk and Nurse Fryer brought in the loading sheets for train 105 which went out Thursday, May 11, 1950. This was rather important as some changes in the destination of the patients had been made en route. 15:30 the Blind Institute was called. They have 45 city patients but have already arranged for beds in Saskatoon and Edmonton. It is possible that we might have to arrange for transport for them. As the Red Cross organization was now getting in gear, our load was becoming lighter. Therefore the City Health Department staff went back to normal operating schedule. It was now becoming apparent that we must make some order out of the mass of records that had accumulated during the past couple of days. It was decided that an alphabetical file be set up for these patients with main emphasis on their location. We based this on telegraphic rolls received from the hospitals to which patients had been sent Wednesday and Thursday with further information from the original nominal rolls. We had sent a wire to the hospitals asking them to give us a list of the patients they received in order to check it with our nominal roll, establishing them there. Our records will be later completed when other patients' destination rolls come in from Deer Lodge. It will be difficult to determine the exact destination of patients who go, say, to Regina. However, we at least have their town to which they are sent, and it will be possible to trace them fairly readily. Two volunteers, Thelma Finlay and Evelyn Scott, were sent from the Red Cross to assist us in setting up their file.

At 1600 hours, Dr. Allan Davidson phoned from the D.M.O's office, asking if he could have 20 patients for Shilo Military Hospital. We thought the 20 from the convalescent home might go. That will leave us with only 15 at the convalescent home. At 16:30 hours, Dr. Tanner confirmed the arrival by air of the eleven patients arranged for Friday night at Yorkton. They arrived Saturday morning. He also informed us that he had organized transportation for 48 patients to Regina from Deer Lodge Hospital to leave at 7 p.m. Saturday night. Dr. Miller brought in the report on the convalescent home patients. 20 of these, all walking, will be despatched to Shilo by ambulance at 1900 hours as per Dr. Davidson's request above. It is hoped that the remaining 13 will be sent to Fort William by air. These replace the original 13 we had in Deer Lodge who were too sick to go by air and are now being held as being dangerously ill. 17:20, phoned Mr. Shannon who will confirm the 13 beds at Fort William. Phoned Major Elliott, at the D.M.O's office, to arrange the plane for these 13 from the convalescent hospital for Fort William. He will notify the convalescent home as to the departure time. Dr. Swan had all the documentation in good order at the convalescent home and they are ready to move. 17:30 hours, Dr. Cadham phoned Dr. Hartley Smith at the Red Cross asking him to send all aged and infirm evacuees requiring nursing care to Deer Lodge Hospital only. They must be prepared to leave the city. This request to be effective at 2200 hours, Saturday, May 13, 1950. 17:45 hours, Dr. Miller returned from Brewster's Home. There are eight male, five walking and three stretcher, and six females, two walking and four stretcher cases there. The D.M.O's office was phoned and asked to move these patients to Deer Lodge Hospital Saturday night. At the same time, St. John's House, Brewster's and Easton's Nursing Homes phoned and were told that they would not be required after 2200 hours, Saturday, as collecting points. 18:10, Shannon confirmed the 14 beds in the Keller General Hospital, Fort William. Major Elliott, at the D.M.O's office, was contacted and he advised that the 13 for Fort William would be taken from the convalescent home and would leave at 2100 hours Saturday. About this time, bad weather developed and at 2200 hours, we learned that the flight to Fort William was cancelled because of bad weather. Sunday broke a fine bright morning. 9:15, phoned Deer Lodge and found that they had six patients on hand. Brewster's had none and there was one man at St. John's Ambulance House. 9:20, reported cases on hand to D.M.O., six patients from Deer Lodge Hospital not yet allocated. 9:30 hours, Joe Chasanoff arrived at City Hall. He is the former adjutant of Dr. Cadham's Air Force Squadron and has volunteered to supervise setting up the records for evacuated patients. We continued using the alphabetical system we had set up the day before. He also set about making lists of patients according to the hospitals to which they were sent and listed patients according to the nursing homes from which they were evacuated. A large map was placed on the wall of Dr. Cadham's office and the situation of the various patients indicated on it. Another map of the city was set up on which the location of the nursing homes were marked. 10:16, phoned St. John's Ambulance House. They promised to send in destination nominal rolls ready for pick-up. A messenger was sent out to do this.

Phoned Deer Lodge Hospital, Mr. Anderson stated the destination rolls were in the mail and should be received on Monday. 10:20, phoned Shannon regarding a destination for the 36 patients at Deer Lodge Hospital. We suggested that instead of us selecting a destination we turn these patients over to the army for evacuation by air and/or train as they thought best. We were now free of the

problem of arranging destination for patients. 10:25, phoned Dr. Tanner at the M.O's office and asked him to move one patient from St. John's Ambulance House to Deer Lodge. He also agreed to take the 35 patients in Deer Lodge Hospital into his care and send them to Regina by air and some to Shilo by ambulance. He would advise Deer Lodge as to the departure times. 11:10, received the nominal rolls from the convalescent home. Joe Chasanoff incorporated these into the alphabetical file. 11:20, Mrs. Robinson found a case, Miss Eva Hagnowske, at 782 Redwood. A messenger was sent asking her to prepare for evacuation. 11:50, the messenger returned and said he also found another nursing care case there, Mary Kaban. Dr. Swan phoned Dr. Tanner asking him to pick up these patients and take them to Deer Lodge.

At 12:40, I now believe that most of the City Health Department wards have been evacuated. Cases are now coming to the attention of the Red Cross for evacuation from private homes. I do not think we should look after this but I think it is an affair strictly between the Red Cross and the army to evacuate these patients. Deer Lodge would be a logical collecting point for them. 1300 hours, Dr. Cadham returned from the usual morning conference at committee headquarters. The Medical Committee, now made up of the combined army and civilian group, headed by Col. Morgan Smith. Personnel and Medical Care was under Col. Crawford and Dr. Fahrni. Hospitals, under Dr. Ross Cooper and Dr. Trainor. Evacuation, under Dr. Tisdale and Dr. Hartley Smith. Public Health and Sanitation, under Major Smiley and Dr. Loughheed. Supplies, under Hughes and Gordon Smith. Dr. Cadham reported that now it was desired that we evacuate as many patients as we could from the smaller rural hospitals to a centre to be set up at Portage. The reason for this is that evacuees are going to small towns and they require their beds for active treatment. The Provincial Government is preparing a hundred beds at the Manitoba Boys' School, Portage, for old, infirm cases requiring nursing care. 1400 hours, began thinking about a plan to bring 100 patients from smaller hospitals to Portage la Prairie. Nothing much can be done on this until it is found out when these beds will be ready for occupation. 1600 hours, visited Red Cross headquarters, saw Drs. Tisdale and Hartley Smith. Agreed that all aged, infirm and sick will be cleared through Red Cross Welfare to Deer Lodge and evacuated from here. It was decided that we stop asking Shannon for destinations and army for transportation of these patients. We would just let them collect and eventually Dr. Dunlop would become anxious and bring the question up. We felt that he might then follow the practice of other hospital superintendents and ask Shannon for destination and the army to evacuate them. We decided to leave the Health Department nurses at Deer Lodge for the present. 1600 hours, with regard to the re-allocation of the patients in rural hospitals to Portage, we will require a nominal roll of each hospital's present patients. We will send a copy by mail to each hospital with a letter advising them that the patients are to go to Portage. Copy will also be sent to the army transport, asking them to arrange for this transportation and also that they advise the hospital in advance of the time of departure and pick-up. We will advise Portage to let us know when the patients arrive. This will permit us to up-date our records here. 1800 hours, took a list of patients who we know are definitely at certain hospitals to the Red Cross Records Centre in charge of Col. Mills. He was very profuse in his thanks for this information.

Monday, May 15, 1950. Things are now becoming quieter. 1300 hours, at Dr. Cadham's request, Dr. Stuart visited Dr. Dunlop and Anderson at Deer Lodge Hospital. Obtained the nominal rolls for the two batches of patients who went to Yorkton by air, namely, the first 20 and the second 11. Also a roll for the 46 who went to Regina by train on Saturday, and for a further 30 who went to Regina by air on Sunday. It was agreed with Dr. Dunlop that he would arrange evacuation of all aged and infirm through Dr. Cooper. City Health Department nurses would stay at Dr. Dunlop's request. Deer Lodge Hospital will deliver by messenger a nominal roll of patients evacuated which would be checked against City Health records and then the information passed on to the Red Cross Welfare Division. 2300 hours, Ethelbert phoned stating they had received their patients and would like to have the help of a couple of nurses.

Tuesday, May 16, 1950 - Phoned Anderson at Deer Lodge, asking him to send in a list of the aged and infirm who were not considered fit to move. Up to now, we have only found out where the patients who left town are. It is rather important to know where the ones who did not leave town are. This will be added to the alphabetical file. At this point, Dr. Stuart returned to work at his own office, his services no longer being required. I would suggest that Dr. Cadham fill out these records with the information that he has that has not been included.



A P P E N D I X (E)

SEE LETTER DATED SEPTEMBER 1, 1950, FROM DR. G. S. FAHRNI

"HOSPITALIZATION"

## REPORT OF HOSPITAL EVACUATION LIAISON OFFICER

### OPERATION RED RAMP

I            On the evening of 12th May, 1950, I received a call from the Command Medical Office asking me to report for duty the following morning to serve during the emergency created by the flooding Red River.

II           On 13th May, 1950, I found the situation to be briefly as follows:

1. An active organization of Medical Personnel, both civilian and military, had already been set up and was functioning.
2. Evacuation of patients from various Hospitals and Nursing Homes in the Greater Winnipeg District was already under way. The St. Vital Sanatorium, the Civic Hospital on Marley Avenue and a great part of the private Nursing Homes had already been emptied.
3. Plans were already drawn up for the complete evacuation of Hospital patients in the event of any further rise in the level of the Red River. (Exercise Black Boy.)

III          My duties consisted in acting as Liaison Officer to the Hospital Committee, attending the daily meetings of this committee, which consisted of the Superintendents of the various city hospitals, and in maintaining close contact with Saskatchewan and Alberta through their Departments of Health. It was likewise necessary to closely watch the bed-states of the various City Hospitals and to keep informed on the available hospital beds in the Western Provinces.

IV          By 13th May, it had become apparent that any further rise in the river level might seriously affect the operation of many of the city hospitals, particularly if power failed. It was decided therefore to speed up the evacuation of patients from the City Hospitals; Victoria and Concordia Hospitals were to

be closed entirely; the central group (Misericordia, Grace and General) were to be cut down to a minimum.

V        The total Hospital population of Greater Winnipeg as at 1st May, 1950, was 4,121 made up as follows:

Deer Lodge	667
Veterans' Home	146
Misericordia	266
Grace	201
General	670
St. Joseph's	79
Concordia	41
Victoria	60
Children's	95
King Edward (130	
King George ( 74	204
St. Boniface	520
St. Vital Sanatorium	270
Shriner's	38
Central T.B. Clinic	40
St. Boniface Old	
Folks' Home	427
City Old Folk's Home	
& Convales. Home	<u>397</u>
	<u>4,121</u>

VI        By the morning of 15th April, 1950, this total of beds occupied was reduced to 1431 and further reductions were planned. Concordia was closed; Victoria had 3 patients; St. Joseph's had 9. Further reduction was anticipated by closing Grace and Misericordia. The General Hospital which was adequately equipped with auxiliary power systems waste function as the emergency hospital, accepting all casualties, but keeping its bed-state down to a minimum. Deer Lodge Hospital being equally well situated was also available as a last "ditch" stand, and had already accepted cases from Children's Hospital, T.B. Clinic patients and Old Folk's Home.

VII           Great difficulty was encountered in getting the City Hospitals to evacuate patients and to curtail the admission of elective cases. This was due in part, no doubt, to their lack of appreciation of the seriousness of the situation, plus a natural reluctance on the part of the various attending staff, to relinquish profitable practices. Yet there can be little doubt that had the river continued to rise, as it well could have done, a complete evacuation of patients, under most difficult circumstances of road, traffic and transport, could have resulted.

VIII           Contact with the provinces of Saskatchewan and Alberta was facilitated by the arrival in Winnipeg of Dr. Sommerville, representing the Department of Health, Alberta, and Dr. Roth from the Department of Health, Saskatchewan. These two men kept in constant contact with their own provinces, and kept us informed of available beds. Saskatchewan particularly made beds available to us that they could ill afford to do, with the result that centres like Regina were filled to overflowing. Too much cannot be said about the co-operation of the two Western Provinces in this regard.

IX           The movement of patients out of Winnipeg was accomplished by train, airlift and ambulance car. (Details of this will doubtless be dealt with in other reports.) There was a feeling prevalent at one time that many patients, particularly the aged and infirm suffered unduly because of their movement by air, train, etc. Publicity was given to the number that died. As a matter of fact, the number of the aged and infirm who died

prior to the flood was between 16 and 18 per month out of a group of 400 city cases. Due to the evacuation, 15 out of the 1400 odd evacuated patients died - a figure sufficiently low to make one consider whether or not such a move might have its therapeutic advantages.

X            During the period of evacuation it was virtually impossible to get precise, exact figure from any of the Hospitals as to their bed-states. Discrepancies as high as 150 were frequent from day-to-day totals of beds occupied and beds available. This was particularly true of the Winnipeg General, where at no time did anyone seem to have a very accurate picture of their bed-state. This seems incredible, but nonetheless true.

XI           By 16th May, total beds occupied in Greater Winnipeg were 1283. The river level was stationary, and a feeling of optimism became apparent. It was agreed by the Hospital Committee that it was feasible to operate St. Joseph's, Grace and Misericordia for cases requiring hospitalization over night. This was the beginning of the slackening of restrictions. The General Hospital was unable to keep their bed-state sufficiently low to handle the overflow from the other central hospitals in the event they had to close, so it was finally agreed that Grace and Misericordia should accept emergency and maternity cases. From then on the trend was to a return to normal conditions.

XII           Inspectors. Important factors in this return were the dates that St. Boniface Hospital and Old Folk's Home, Tache Avenue, would be available. Neither of these institutions had been flooded, but both were in the danger area should the dikes give way. It was visualized that some difficulties would be encountered in the

return move. Patients had been dispersed so widely throughout the Western Provinces, that tracing them was a major problem for the records. In addition, in the latter days of the evacuation, patients were moved to Regina, and from there allotted to hospitals in smaller towns. Patients could not be brought back to Winnipeg until their parent institution was open for them.

XIII        The move back commenced 29th May, 1950, and continued throughout that week, up to 7th June. Nominal rolls were prepared at the Winnipeg end, based on the original hospital, and sent to the other end where the patient was presumed to be. Again, in Saskatchewan, Dr. Roth and his staff rendered invaluable aid in collecting patients from their various locations, sorting them into "bundles" and seeing that they were properly dispatched. Inevitably errors occurred. Patients who were not due to arrive by our calculations for several days, would arrive on an earlier train, thereby causing considerable confusion at this - the receiving - end. A few instances occurred of hospitals refusing to accept patients returned to them or giving as reasons the fact that said patients had originally belonged elsewhere. But such instances were few considering the volume of patients moved.

XIV        This report might give the impression that the movement of 1400 patients out of Winnipeg, and their subsequent return was a matter of simple routine. Such is not the case. The work done by the Evacuation Group, their organization, their friendly relations with both Railways, deserves the highest praise.

XV    RECOMMENDATIONS:

1.    Bed-States

- (a) Accurate bed-states are essential from the civilian hospitals. In the event of any similar emergency,

it might be advisable to place an NCO or clerk in each hospital to keep a more accurate bed-state, and at the same time assist in the preparation of nominal rolls of patients for evacuation.

## 2. Nominal Rolls

- (b) Nominal Rolls in the recent evacuation were prepared under the direction of the Evacuation Group and varied considerably depending on the Hospital preparing them. A number of nominal rolls were lost for some time, while others were greatly delayed in reaching Red Cross Records. I believe that the preparation and distribution of these lists should be the responsibility of the Hospital Liaison Officer, with an augmented staff, in the interests of greater accuracy.

## 3. Records

- (c) Although the Red Cross kept an excellent system of records, I consider that we should do likewise. Such a system would be based on the nominal rolls we prepared, and could be simple card index system. Its value for the move back would be great. Such a set-up with the Hospital Liaison Officer responsible for the accuracy of the nominal rolls, and the maintenance of the Records of all evacuated patients, would materially assist the Evacuation Group by relieving them of a task that must have proved irksome at times.

(Sgd.) Ross H. Cooper

Lieutenant-Colonel, R.C.A.M.C.

A P P E N D I X (F)

SEE LETTER DATED SEPTEMBER 1, 1950, FROM DR. G. S. FAHRNI

"MEDICAL EVACUATION AND RETURN OF PATIENTS"



REPORT OF MEDICAL RETURN AND RECEPTION COMMITTEE (FLOOD)

26 May, 1950 to 10 June, 1950

It is the understanding of this committee that the Provincial Minister of Health requested the Manitoba Red Cross and the Canadian Army Medical Corps to reform the Medical Committees functioning under operation "Black Boy" for the purpose of arranging for and expediting the return of medical evacuees to the City of Winnipeg, and also for the transfer of patients from various hospitals and institutions back to their origin.

On the evening of 25 May, 1950, I was requested by Dr. G. S. Fahrni, First Vice-President, Manitoba Red Cross, to act as chairman of this Committee, the Army Medical personnel to be reformed under command of Lt.-Col. G. L. Morgan-Smith, R.C.A.M.C., C.M.O. Prairie Command. Our office was reopened in the basement of the City Auditorium on the morning of the 26 May, with the following officers:

Chairman - Dr. C. B. Schoemperlen

C.M.O. Representative - Lt.-Col. P.K. Tisdale, R.C.A.M.C.

O. I/C Rail Movements - Major A.R. Tanner, R.C.A.M.C.

O. I/C of Hospitals and bed state - Lt.Col. R.H.Cooper, R.C.A.M.C.

O. I/C Transport - Capt. Holt, R.C.A.M.C.

Medical Care and Personnel - Dr.Catherine MacDonald, Manitoba Red Cross.

Medical Supplies - Mr. C. Horsfall.

At the beginning a warning letter was sent out under the signature of Dr. C. R. Donovan, Acting Deputy Minister of Health and Public Welfare, to all the hospitals in Manitoba and the neighboring Provinces who had accepted patients evacuated from Winnipeg, advising them that within a very short time these patients would be returned to Winnipeg and also instructing them as to our requirements. A copy of

this letter is attached. Inter-city moves began immediately and time tables were drawn up for the return of patients from the outside provinces and these rail moves were initiated on the 28th of May.

Movements were coded as follows:

- M. - Ambulance.
- N. - C.N.R. Standard Equipment.
- P. - C.P.R. Standard Equipment.
- B. - C.P.R. Hospital Baggage Car.
- A. - Air.

The baggage car proved to be an excellent means of transportation, as it was easy to load, patients were very comfortable and nursing was much easier. The standard baggage car was outfitted a) with hospital beds in one end and double decker beds in the other to carry 30 patients, or b) with only hospital beds in either end to carry 19 patients.

An attempt was made to bring back patients in convoys to institutions in Winnipeg which were prepared to accept them, and in this way avoid pooling a large number of patients in Winnipeg with no place to send them. Nominal rolls were therefore prepared from this end and teletyped to the Department of Health in Saskatchewan, so that these patients would be prepared at the other end. Conducting parties of a doctor, nursing aide and orderlies were sent out from this end, as were the medical supplies. Trains were met at this end by either Col. Tisdale or myself, and patients were sorted out and delivered to the proper institutions. Nominal rolls were corrected and notification of all moves was sent to Dr. Donovan, and when city patients were moved Dr. Cadham was notified. Notification cards were filled in and sent to Red Cross Records on all moves, and likewise, next-of-kin were notified by the Red Cross Notification cards directly from our office at the completion of each move.

Within the first few days there were inter-city transfers of 141 patients.

"Ursa Major" (Big Bear) - this was the designation of the first major movement plan for bringing patients outside the province back to Winnipeg. This was initiated on the 28th of May, and pretty well completed by the 3rd of June. Also during this period some small groups of patients were returned from rural Manitoba.

"Ursa Minor" (Bear Cub) - this was movement plan #2 and was concerned principally with the return of patients from various points in rural Manitoba, plus smaller numbers from some centres outside the province during the period June 4th to 7th.

Some smaller moves have been made since then, and there still remain scattered throughout the country some single or small number of patients who were either too ill to be moved, or who were missed through an oversight at the other end. There are also some tuberculous patients to be returned. These latter moves will be attended to by the Red Cross under the direction of Dr. C. MacDonald, with the exception perhaps of the tuberculous patients, who will be returned by the Sanatorium Board of Manitoba.

A break down of the various moves is attached. An approximate total of 1251 patients were moved, of which it is estimated about one half were stretcher cases.

Staff - It should be understood that the secretarial and clerical staff was all voluntary, and that without their help it would have been an impossible task. A nominal roll of the staff is attached. Special mention should be made of Sgt. Hutchinson who was an extremely valuable orderly room sergeant, and on more than one occasion caught the "Bear" by the tail and prevented him from breaking loose.

It is suggested that the O. I/C of Hospitals and Bed State should take over the function of records as well, and be stationed in the same office as the evacuation or return committee. In this way it would be much easier to locate patients, and records would be more accurate.

On the whole, this Committee functioned pretty well under the same drill as the previous Evacuations Committee, from the Auditorium, until the evening of the 8th of June, 1950, when the office was moved to the Red Cross Building on Osborne Street.

"Blackboards" - these were found to be invaluable as all train moves were posted, and the boards were kept in a conspicuous place in the office so that all personnel and the supply department could at all times be fully informed of completed and expected moves. Also when there were any changes in the time table those were ringed on the board so they would be obvious to everyone.

Miss I. Broadfoot, Manitoba Red Cross, carried out an exceedingly difficult task in rounding up voluntary nurses' aides and orderlies.

In conclusion, the co-operation and spirit of all those involved in the task of returning these patients is to be commended. Everyone worked long and irregular hours, and many carried out these duties over and above their own regular duties, and several performed in this public capacity when at the same time their own homes or those of their relatives were inundated. Transportation officers of the railroad companies were exceedingly helpful, particularly those of the C.P.R.

This report respectfully submitted.

(Sgd.) C. B. Schoemperlen

C. B. Schoemperlen, M.D.

BREAK DOWN OF PATIENTS RETURNED 26 MAY - 10 JUNE 1950

<u>MANITOBA</u>	Shilo Military Hospital	24 - B1	
	Carman Hospital	18 - B2	
	Ethelbert Hospital	6 - N8	
	St. Anthony Hospital, The Pas	12 - "	
	Deloraine Hospital	4 - B4	
	Boissevain Memorial Hospital	10 - "	
	Killarney Hospital	14 - "	
	Crystal City Hospital	4 - "	
	Lorden Hospital	14 - "	
	Winkler Hospital	12 - "	
	Altona Hospital	8 - "	
	Gimli Hospital	9 - M3	
	Portage la Prairie General Hospital	17 - M4	
	Virden Hospital	10 - M5	
	Shoal Lake Hospital	3 - B3	
	Minnedosa Hospital	17 - "	
	Neepawa Hospital	6 - "	
	Souris Hospital	6 - B5	
	Brandon General Hospital	18 - "	
	Selkirk	6 - M2	
	Inter-city Moves	141	Total ... 359
<u>ONTARIO</u>	Fort William McKeller Hospital	14 - P9	
	Port Arthur General	15 - P11	Total ... 29
<u>ALBERTA</u>	Edmonton General Hospital	8 - N5	
	Lethbridge Hospital	12 - P4	
	Medicine Hat	10 - P5	
	Calgary	135 - P3	Total ... 165
<u>SASKATCHEWAN</u>	Moose Jaw Hospital	27 - )23-P1	
		) 4-P2	
	Saskatoon General Hospital	100 - (52-N1	
		(48-N6	
	Regina	484 - )100-P6	
		) 102-P2	
		) 96-N2	
		) 40-P7	
		) 51-P10	
		) 95-N3	
	Kamsack Hospital	15 - M7	
	Yorkton Hospital	28 - 27-P6, 1 by plane	
	Prince Albert Hospital	38 - M4	
	Saskatchewan Hospital, Weyburn	13 - P10	
			Total ... 705
			<u>1,258</u>
Total Road Moves - 42 exclusive of inter-city moves			
Rail " - 1074			
Plane " - 1			
			<u>1117</u>

MEDICAL RETURN AND RECEPTION COMMITTEE PERSONNEL

CHAIRMAN

Dr. C. E. Schoemperlen	323 Brock Street	405 012
	128 Medical Arts	928 231

C.M.O. REPRESENTATIVE

Lt. Col. P. Tisdale	1165 Grosvenor Ave.	401 241
	C.M.O.'s Office	
	Fort Osborne	40 451

I. C. RAIL MOVEMENT

Major A. R. Tanner	1165 Grosvenor Ave.	401 241
	C.M.O.'s Office	
	Fort Osborne	40 451

DUTY OFFICER

Capt. J. Connor	285 Clare Avenue	48 853
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ORDERLY ROOM SERGEANT

Sgt. Hutchinson	990 Garwood Avenue
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SECRETARIES

Mrs. Ruth Hilton	825 Minto St.	724 200
Miss Iva Jackson	495 Arlington St.	727 686

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CIVILIAN HOSPITAL - Liaison Officer

Lt. Col. Ross Cooper

I. C. BEARER PARTIES AND AMBULANCE CARS

Capt. Holt	40 451
RSM. Bowie	(319)

Board No. 1      N 1, 2.      P1, 2, 3, 4, 5.      B 1 CPR

	C. S. T.	DEPARTURE	C. S. T.
CODE	T.O.D. CONDUCTING PARTY	M.O. i/c PARTY	TO
N 1	18:00 Hrs. 28 May 50	Dr. Dowling	Saskatoon
N 2	20:00 Hrs. 28 May 50	Dr. Newell	Regina
P 1)	20:50 Hrs. 29 May 50	Dr. Ferg	Moose Jaw
P 2)			Regina
P 3,4, 5	11:00 Hrs. 30 May 50	DVA MO Miss Deckter CnF (DVA)	LETH., M.H.
B 1	08:45 Hrs. 30 May 50	CPR #53 CITY Health Nurse Douglas	

		ARRIVAL		
CODE	E.T.A. CONDUCTING & PATIENTS	FROM	TO	COMP.
N 1	10:00 Hrs. 30 May 50	Saskatoon	CNR DEPOT	OK
N 2	07:00 Hrs. 30 May 50	Regina	CNR St. Bon.	OK
P1)	06:50 Hrs. 31 May 50	Moose Jaw	8 HOSP. Tache )	
P2)	06:50 Hrs. 31 May 50	Regina	8 15 Roslyn Rd. )	OK
			8 St. Jos. )	
P 3,4, 5	19:05 Hrs. 1 June 50	Cal., Leth., Med. H.	CPR "G" Yards )	
			DVA Grace )	
			Miscr )	
B 1	20:30 Hrs. 30 May 50	Douglas (Shilo)	CPR Station	OK

Board No. 2      N 3, 4, 5.      P 6 and 7.      B 2 CPR

	C.S.T.	DEPARTURE	C.S.T.
CODE	T.O.D. CONDUCTING PARTY	M.O. i/c PARTY	TO
N 3	20:00 Hrs. 30 May 50	Dr. Houston	Regina - 0815/31/5/5
N 4	18:00 Hrs. 1 June 50	Dr. Morrison	P. Albert - 12:15 Train #7 /2/6/50
B 2	10:10 Hrs. 31 May 50 CPR.No.1,2,3	City Health	Carman - 12:30/31 May
N 5	10:50 Hrs. 31 May 50 C.P.R. No.1 Car 325	Mrs. Anderson RN Mrs. Patton RN Mrs. Owens Aide	Edmonton 0740/1 June 50
P 6)	D.V.A.	D.V.A. 1 RN Miss LaCroix	Edmonton
P 7)	20:50 Hrs. 31 May 50 #1 CPR	2 RN, 2 Aides, 1 Orderly	

	ARRIVAL	
CODE	E.T.A. CONDUCTING & PATIENTS	FROM TO
N 3	0700 Hrs. 1 June 50	Regina St. Boniface CNR - OK
N 4	15:30 Hrs. 3 June 50	Pr. Albert Union Stn. Miseri. Hos.
B 2	16:30 Hrs. 31 May 50	Leave Carman 1345 CPR Stn. - O.K.
N 5	18:10 Hrs. 2 June 50	Edmonton 2100 1 June Union Stn. (Grace (Miseri. (All Saints
P 6	0650 Hrs. 2 June 50	Regina 2005 1 June "G" Yard - O.K.
P 7	0650 Hrs.	



Board No.3

	C.S.T.	DEPARTURE	C.S.T.
CODE	T.O.D.	CONDUCTING PARTY	M.O. i/c PARTY No. PTS TO
B 3	2215	1 June CPR #51	City Health Nurse 27 Neepawa, Shoal Lake 0120, Minnedosa 0340, (0225
N 6	DVA	Arrangements	DVA 48 Saskatoon
P 8	2215	1 June CPR #51	CAMPBELL 30 Yorkton 0710-2/6/50
N 7	2100	4 June CNR	15 Kamsack
N 8	0950	3 June CNR #3 #61	(10)The Pas, Ethelbert ( 6)20 & Dauphin ( 4)
M 4	1300	4 June	Capt. Holt 17 Portage la Prairie

	ARRIVAL	EMO
CODE	ETA	CONDUCTING & PATIENTS FROM AND T.O.D. TO
B 3	1525	2 June CPR #106 Neepawa Shoal Lake Walsh Cavell's & Minnedosa Gysler N.H. CBS 1157 0951 1125 Nightingale's Walsh N.H. Brandon N.H.
N 6	1000	3 June West Side St. James Saskatoon Deer Lodge N.H. JC
P 8	1010	3 June CPR G Yard Yorkton 2035 (Hospice Tache CBS 2/6 (Nursing Homes
N 7	0835	6 June Union Stn. Kamsack 2245 Hospice Tache & CBS CNR #10 5/6 City Health
N 8	1530	6 June Union Stn. The Pas E & D J.O.F.H.
M 4	1600	4 June Portage la Prairie (Easton, Bastin Brandon's

Board No. 4

C.S.T.			DEPARTURE		C.S.T.	
CODE	T.O.D.	CONDUCTING	M.O. i/c PARTY	NO.PTS.	TO	ETA
P 9	1930	3 June	Mrs. Drysdale	14	Ft. William	0545 4 June
N 9	1210	5 June		6	Eriksdale	
B 4	1010	5 June	Lieut. Adams	66	Southern Man.	
	0625)			(4)	Deloraine	1830
	0700)			(10)	Boissevain	
	0739)			(14)	Killarney	1653
	0847)			(4)	Crystal City	
	1050)			(14)	Morden	1305
	1105)			(12)	Winkler	
				(8)	Altona	1230

ARRIVAL

						EMO COMP
CODE	E.T.A.	WPG.	FROM	T.O.D.	TO	
P 9	0915	5 June	Ft. William	2245	4 June	Convalescent Hosp. CBS
N 9	1330	6 June	Eriksdale	1003	6 June	J.O.F.H.
B 4	1630	6 June	(Deloraine	0625	6 June	Nursing Homes
			(Boissevain	0700		
			(Killarney	0739		
			(Crystal City	0847		
			(Morden	1050		
			(Winkler	1105		
			(Altona	1130 (?)		

Board No. 5

		C.S.T.	DEPARTURE		C.S.T.		
CODE	T.O.D.	CONDUCTING	M.O. i/c	PARTY	NO.PTS.	TO	ETA
P 10	2050	5 June	Dr. Thomas		50	Regina	0655 6 June
B 5	0845	7 June			18	Brandon	1250 7 June
					7	Souris	
					45	(Brandon	
					9	(Virden	
P 11	1930	7 June	Mrs. Drysdale		15	Port Arthur	0845 8 June
A 1	-	-			1	Yorkton	

							COMP
CODE	ETA	WPG	FROM	T.O.D.	TO	EMO	
P 10	0650	7 June	Regina	2005 6 June	(Nursing Homes &)		
					(Hospitals		
					"G" Yard		
B 5	2045	7 June	Brandon	1700 7 June	Nursing Homes		
M 5	1900	5 June	Brandon	1330 5 June	Hospice Tache		
					Nursing Homes		
P 11	0925	9 June	Pt. Arthur		Nursing Homes		
A 1	1845	9 June	Yorkton	1715 9 June	St. Bon. Hosp.		

DEPARTMENT OF HEALTH AND PUBLIC WELFARE  
EXECUTIVE OFFICES  
WINNIPEG

This letter sent to -  
see over

26 May, 1950.

Re: Hospital and Institutional Patients from Manitoba

I am glad to advise you that the flood conditions in and around Winnipeg have now receded to the point where it is possible to plan for the return of the patients who have been under your care for the last couple of weeks. Your generosity in making this accommodation available is acknowledged and appreciated by all those concerned and I simply wish at this time to let you know how thankful we are for everything that you have done.

Within the next week definite arrangements will be completed for the return to Winnipeg of these patients and you may begin to make whatever preliminary preparations are required with this in view. The details covering the return are being worked out by the same committee that organized the evacuation and now known as the Medical Return and Reception Committee of the Manitoba Division of the Red Cross. We have agreed that pursuant to this general notification providing for a clearance to return patients to Manitoba that you will be receiving direct communication from Doctors Schoemperlen, Tanner or Tisdale of the above mentioned committee for the purpose of procuring certain details of the move such as are covered below, and of course, any other information that may be pertinent to the completion of the necessary arrangements.

It is expected that the hospital from which the patients are to be removed will arrange for transportation to the train or airport and provide the necessary loading staff.

We would like to obtain the names and qualification of personnel in your hospitals who have accompanied these patients and who will be available to return with the patients and help in conducting duty. Over and above this staff, however, it may be necessary to send from Manitoba additional conducting personnel and in the cases where a large movement is anticipated a conducting officer will be sent who will have the necessary nominal rolls and tags for each patient.

Nominal rolls and tags will be prepared here for the use of conducting personnel and the details of these will probably be cleared from time to time with you by the officers mentioned above.

Fitness to travel insofar as any patient is concerned will need to be determined by the physician in charge of the patient.

Patients requiring unusual medical care should be investigated and the details made available so that any special arrangements required en route may be provided.

All arrangements with regard to train schedules etc. will be arranged through Winnipeg and you will be advised from time to time of these details either by 'phone call or by wire by the officers mentioned above.

Finally I would like to ask you to let me have direct, nominal rolls covering the patients in each hospital or special hospital giving what identification details you possess and including the date of admission and discharge or return to Winnipeg. This information, I realize, will not be forthcoming immediately but can only be prepared when the return movement has been completed.

Yours very truly,

(Signed) C. R. Donovan

C. R. Donovan, M.D.,  
Acting Deputy Minister.

CRD:EC

Sent to all Rural Hospitals in Manitoba having Evacuees and

Dr. F.D. Mott,  
Acting Deputy Minister of Health,  
Dept. of Public Health,  
Regina, Sask.

Mr. C. L. Keehn,  
Port Arthur General Hospital,  
Port Arthur, Ont.

Mr. McGilip,  
Department of Health,  
Edmonton, Alberta.

Mr. R. V. Johnston, Supt.  
McKellar Genl. Hospital,  
Fort William, Ontario.

FROM BLACKBOY

Appendix J.  
Page J-1.

M E D I C A L (0900 Hrs., 14 May, 1950)

1. SUB-COMMITTEE

Chairman - Dr. Roy W. Richardson : Past President  
Manitoba Medical Association.

2. OBJECT

To provide for the care of the sick, aged and infirm, remaining in the area or being evacuated therefrom and the provision and maintenance of essential sanitation services.

3. METHOD

The very adequate civilian, medical, dental and nursing services and associations have been integrated with the R.C.A.M.C. into one directorate.

4. The Directorate will operate from MEDICAL H.Q. at MINTO ARMOURIES and will command the existing Civilian organizations and the R.C.A.M.C. as shown in Annex - 1. to Appx.-J.

5. MEDICAL CARE AND PERSONNEL (1) Annex - 1.

This section will be delegated authority by the C.M.O. to take charge and assign personnel anywhere where medical care is required, as at EMERGENCY SHELTERS, LOADING POINTS, TRAINS, AIRCRAFT, L. of C. destinations, INNOCULATION CENTRES, etc.

It will be responsible for mobilizing medical and nursing manpower and holding it in a central pool for distribution. (The same for dental services may be assigned to this committee under dental representation by the C.M.O.)

The General policy will be to assign Senior Members of the Attending Staff, Internes and Graduate and Student Nurses to the hospital in which they have been attached. Junior members of the staff may be used elsewhere, if necessary. Changes in staffs from one hospital to another may be necessary to meet changes in bed states. All other medical and nursing personnel not attached to hospital staffs or when their hospitals become closed would be held in a central pool and allocated to First Aid Posts, Evacuation Centres or Collecting Posts or Trains, etc. Some may be required to move to outside points with evacuees where sufficient local medical or nursing personnel were not available.

#### 6. HOSPITALS

The Officer I/C this section will be delegated authority by the C.M.O. to take charge of hospitals and to direct such orders to be made as he deems necessary to regulate:

- (i) the admission of patients to any hospital in the city;
- (ii) the discharge or evacuation of patients in hospitals;
- (iii) and shall be in command of all medical and nursing and other persons allocated to him for work in hospitals.

#### 7. MEDICAL EVACUATION

The Officer I/C this section will be delegated authority by the C.M.O. to take such action as necessary to evacuate those requiring MEDICAL CARE from dangerous areas to points of safety in or outside the city. He will be responsible for all arrangements of collecting and transporting these patients to Loading Points. He will arrange through Medical Care and Personnel (1) and Supplies (5) for such medical personnel and supplies to accompany medical evacuees as necessary.

8. PUBLIC HEALTH AND SANITATION:

The Officer I/C this section will be delegated authority by the C.M.O. to take charge of and to direct such orders to be made, as he deems necessary, as it pertains to the public health and sanitation of the area. He will arrange through Medical Care and Personnel (1) for such personnel as he requires and through Supplies (5) for supplies.

9. SUPPLIES

The Officer I/C this section will be delegated authority by the C.M.O. to draw, store, and distribute MEDICAL AND DENTAL SUPPLIES from Army Stores, Red Cross and other sources as authorized by this plan.



Director Medical Services

..(Command Medical Officer)..

Lt.Col. Morgan Smith

Deputy

(Col. T. E. Holland)

Public Information Rep.

(Dr. Athol Gordon)

Civilian Organizations

Services (R.C.A.M.C.)

1. Dr.G.S. Fahrni, Chr.

Dr. M.T. MacFarland

Miss Pettigrew  
(Nursing)

Red Cross Rep.

1. Medical Care  
& Personnel

1. Col. J. Crawford  
R.C.A.M.C.

2. Dr.O.C.Trainer, Chr.

Supts. of Hospitals

Dr. Donovan  
(Deputy Min.Prov.Gov.)

Red Cross Rep.

2. Hospitals

2. Lt.-Col.Ross Cooper  
RCAMC.

3. Dr. Hartley Smith, Chr.  
Replaced by Dr. C.B.  
Schoemperlen, 15 May 1950

3. Medical Evacuation

3. Major P.K.Tisdale  
RCAMC.

4. Dr. M.S. Lougheed  
(City Health Officer)

4. Public Health &  
Sanitation

4. Major Smiley  
RCAMC

5. Mr. Gordon Smith  
(Red Cross)

5. Supplies

5. Lt. B.C. Hughes  
RCAMC

Copy for Dr. G. S. Fahrni

Winnipeg Auditorium,  
Winnipeg, Manitoba.  
23rd May, 1950.

Lt.Col. G. L. Morgan Smith,  
C. M. O. Prairie Command,  
Winnipeg, Manitoba.

Dear Sir:

I will attempt to give you a resume of the activities of the Medical Evacuation Committee as set up in the Auditorium during the recent flood.

My duties began on the evening of the 13th May, 1950, when I accompanied a trainload of patients being evacuated to Regina, returning to Winnipeg the night of 14th May. I reported for duty in the Auditorium the morning of 15th May and then at your request became Chairman of the Evacuation Committee. As you know, Major A. R. Tanner was O.C. Rail Evacuation; Major Elliott, Air-Lift and Major P. Tisdale acted as your Deputy and as Assistant Chairman at this office. Major Tanner and Major Elliott reported directly to you and we attempted from this office to evacuate patients from Homes and Institutions to Hospitals, principally Deer Lodge Hospital, although some patients were admitted to Winnipeg General Hospital and others were evacuated from other city Hospitals to Deer Lodge.

Evacuations were carried out only at the request of and on authorization from the Medical Care Section under Dr. G.S. Fahrni and Dr. D. S. McEwen. Once they decided that a patient should be evacuated and obtained permission from that patient we then accepted the responsibility of moving him. These moves were made by Military Ambulances of which two were on hand at all times and others made available from the depot at Fort Osborne Barracks upon request. These moves were documented here and when a move was completed Red Cross Evacuee Records were notified by card of the change of address of patients.

Attached are (1) a nominal roll of staff members in this office, all voluntary; (2) order form required from Medical Care asking for evacuation; (3) an outline of documentation carried out here for such a move; (4) procedure to be carried out in case of death and (5) lost and found procedure.

Maps were hung and flagged to show the distribution of patients by numbers to various centres outside Winnipeg. A blackboard was used to document Air, Rail and Ambulance moves.

If such an organization were required again, it would be wise to have various departments briefed at the onset as to their specific duties, to avoid unnecessary overlapping and delays. A proper record department is very essential and should be well placarded so that people do not run to every other department for information which is filed in records only. When patients, especially elderly ones, are being evacuated they should have a tag tied to their person showing name, age, address, destination diagnosis. This makes care on the train berths easier and prevents these people being lost or mixed up en route. Many of them are unable to speak and identify themselves. Hospitals or Institutions evacuating patients should supply nominal rolls, preferably four copies, see appendix 6.

I cannot too highly commend all the ladies and gentlemen, both civilian and military, who helped to make our task a success.

It is now felt that since evacuations are at a standstill, this office is no longer serving a useful function. Therefore, with your permission, we are closing this office and will advise Medical Care that ambulances may be obtained directly through your office.

Respectfully submitted,

(Sgd.) C. B. Schoemperlen,

C. B. Schoemperlen, M.D.  
Chairman, Medical Evacuation Committee.

CBS/MC

Enclosures 6.

MEDICAL EVACUATION STAFF

CHAIRMAN

DR. C. B. SCHOEMPERLEN	323 Brock St. 128 Medical Arts	405 012
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ARMY LIAISON

MAJOR P. TISDALE	1165 Grosvenor Ave. C.M.O.'s Office, Ft. Osborne	401 241 40 451
MAJOR A.R. TANNER (RAILROAD)	1165 Grosvenor Ave. C.M.O.'s Office, Ft. Osborne	401 241 40 451
MAJOR ELLIOTT (AIRLIFT)	C.M.O.'s Office, Ft. Osborne	40 451

STAFF

DR. JOHN A. SWAN	150 Campbell St. 318 Medical Arts	402 103 925 606
DR. W. T. DINGLE	182 Furby St. General Hospital	44 893 722 521
DR. PAUL GREEN	209 Oxford St. Deer Lodge Hospital	401 802 64 861
LT. J. CONNOR	285 Clare Ave.	48 853
WM. GEORGE STENHOUSE	593 Valour Rd. 149 Portage Ave.E.	31 627 928 178
ALEX. J. McEVEN	509½ Dominion	38 789

ORDERLY ROOM SERGEANT

SGT. HUTCHISON	990 Garwood Ave.
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SECRETARIES

Mrs. Syme	497 Waverley St.	401 128
Muriel Coombs	295 Aubrey St.	38 949
Helen Malzan	715 Fleet Ave.	444 913 88 346
Freda Podmore	715 Fleet Ave.	444 913

CANADIAN RED CROSS SOCIETY

- 21 -

DISASTER INFORMATION CARD

Surname (print)..... Date.....  
Man's Name..... Age.....  
Woman's Name..... Age.....  
Other Members of Family.....  
.....  
.....  
Pre-Disaster Address.....  
Post-Disaster Address.....

MEDICAL CARE TO EVACUATION

..... Date.....  
Name ..... Age..... Phone.....  
Address .....  
Destination.....  
Bed..... Sitting..... Walking.....  
Urgent..... Not Urgent.....  
Time to be evacuated.....  
Contacted by.....

.....  
(Signature)

DETAILS AND DOCUMENTATIONS FOR LOCAL EVACUATIONS

Three files were kept, labeled as follows:-

- (1) Awaiting Pick-up.
- (2) En Route.
- (3) Delivered to Destination.

On receiving a move from Medical Care -

- Firstly:- A Soft paper was typed giving the name and address of the patient to be picked up plus the destination plus whether stretcher or sitting or walking. This was given to the ambulance driver with instructions to have this sheet signed by the person he delivered the patient to and to be returned to this office on completion of his mission.
- Secondly:- A card was typed which was ultimately retained for our files. This card shows the name, age, telephone, address, destination and pertinent notice concerning this patient.
- Thirdly:- Red Cross information card was typed showing the patient's present address and where he was evacuated to. The latter 2 cards were placed in the en route file and left there until the soft sheet was returned by the ambulance driver. Any additional notes he made were recorded on the card which was then placed in the "Delivered to Destination" file along with the Medical Care form and the drivers' instruction form. If the patient refused to be moved this was recorded on the card and placed in another file marked "Patients not Delivered". At the end of the day trips were summarized and the record cards filed alphabetically and the soft sheets placed in a folder.

CBS/MC

## LOST AND FOUND

- 23 -

Articles picked up in ambulance cars and railroad premises during medical evacuations should be turned in to railroad "Lost and Found" desk. In cases where a patient reports the loss of an article, the description and name and address of the loser should be communicated immediately to Mr. Reynolds, or his deputy, at Phone No. 933-747 (Railroad respective, Movement Control Desk, Civic Auditorium basement).

### Distribution:

#### For Action

Medical Evacuation

CBS/MC

#### For Information

Medical Care Desk

Movement Control Desk

## NOMINAL ROLL REQUIREMENTS

4 Copies when required for Train Evacuation.

4 Copies when required for Airlift Evacuation.

1 Copy - Hospital Retains.

3 Copies - To Doctor or person in charge of train, who checks the lists and amends them if necessary at time of loading.

He then gives 2 copies to Embarkation Officer, takes one copy with him to be given to hospital of destination.

Embarkation officer gives:-

1 Copy - To records, C.M.O. Fort Osborne Barracks.

1 Copy - To evacuation Centre, Auditorium, where it is summarized and then passed to Col. Miles, Evacuation Records.

1 Copy - For Airlift Officials.

CBS/MC

## R E D      R A M P

### MEDICAL EVACUATION - AS AT 19TH MAY 1950

Through Shelter and Evacuation	857
Airlift (per Ft. Osborne) (12-15 May 50)	264
Ambulance	<u>312</u>
Total (per Ft. Osborne)	<u>1433</u>

NOTICE

In case only three copies of Nominal Rolls are supplied, the second copy (Conducting Officer's Roll) will be returned to this office in lieu of copy No. 4 if at all possible.

If Conducting Officer's Roll is not available, this deficiency will be noted and a memorandum with particulars of the movement - origin, destination, etc. - placed in the Movement Completed file, and an effort made to have one of the existing copies copied to remedy the deficiency.

ACTION ON COMPLETION OF A MOVE

- (1) Next of kin notification card prepared and despatched concurrently with
- (2) Completion of Red Cross Disaster Information Card, as per sample, and these cards passed immediately to Red Cross Evacuee Records.
- (3) Provincial Department of Health, Attention Dr. Donovan, notified of completion of move - origin, destination and number of patients moved. In movements of City Health Department wards this fact should be noted.

City Health Department, Attention Dr. Cadham, notified of completion of all City Health wards.

HOSPICE TACHE ARRIVAL NOMINAL ROLL TO BE CHECKED WITH OUR  
NOMINAL ROLL AND ANY DISCREPANCIES, OMISSIONS, ETC. NOTED.

PHONE NUMBERS

Medical Liaison Office,  
Flood Control Headquarters,  
Room 246, Legislative Bldgs.

Lt.Col. C. E. Corrigan	907 251		
Major M. Carleton	907 251		
Miss MacKenzie	Res.	403 025	
Public Health Nurse	Bus.	849 105	
Dr. R. G. Cadham	Bus.	849 122	
	Res.	404 713	
Dr. Roth - Direct Line		21 154	
- Regular Office		21 621	
- Home Telephone		5 328	
Cmd. Med. Office - After 10 P.M. (Army)		403 485	
Victoria Hospital	42 351	Deer Lodge	64 861
Winnipeg General Hospital	722 521	Misericordia	37 035



FILING SYSTEM

Movement Plans

Personnel (train)

Rail Moves        - Pending  
                  - En Route  
                  - Complete

Road Moves        - Pending  
                  - En Route  
                  - Complete

City Moves        - Pending  
                  - En Route  
                  - Complete

Conducting Officer's Report  
(return)

Correspondence

Movement Board

Movement Control  
(teletype)

NOTICE

ALL DOCUMENTS BEARING ON MOVEMENTS WILL BE CLEARLY MARKED IN THE UPPER  
RIGHT HAND CORNER WITH MOVEMENT CODE NUMBER IN RED PENCIL IN A RED CIRCLE.

P. K. TISDALE, LT.COL.

INFORMATION TO BE TYPED ON TAGS

NAME

(Diagnosis)

ORIGIN: HOSPITAL HE IS IN NOW.

DESTINATION: WHERE MOVED TO.

DEATHS EN ROUTE

Procedure to be followed by M.O. or N/S in charge of party:

- (1) Turn over body to first available coroner, preferably in Manitoba;
- (2) Notify Red Cross Evacuee Records, Basement, Winnipeg Auditorium, repeating message "For Information" to:

Medical Evacuation Desk,  
Basement, Winnipeg Auditorium.

C.M.O. Office - Prairie Command

Red Cross Movement Control, Basement,  
Winnipeg Auditorium.

NOTE:

City Health Department patients should be notified to City Hall. City Hall have informed us that their policy is to bury such unfortunate people where they die, and not return the body to Winnipeg for burial.

DISTRIBUTION:

C.M.O.'s Office - Prairie Command

Red Cross Movement Control

Medical Care Desk

Dr. I. O. Fryer, Provincial Coroner, Province of Manitoba.

NOMINAL ROLL REQUIREMENTS - DISTRIBUTION AND USE

Nominal Rolls to contain the following information:

Name of patient  
Age  
Walk or Stretcher  
Any special medical requirements if known  
Diagnosis  
Walking or lying  
Male or female  
Name and address of next-of-kin

Nominal Roll will indicate present location of patient and final destination in Winnipeg.

A Receiving Authority will originate four copies in addition to whatever copies they require for their own use and pass four copies to Medical Return Office at the time request for movement is made.

Distribution of Nominal Roll:

- 1st. Copy - For transmission by Red Cross Teletype to present location of patient, accompanied by warning order of probable date and time of return to City (this permits preliminary survey of patients for preparation for the move).
- 2nd. Copy - For conduction Officer (with tags).
- 3rd. and 4th. Copy - Hold in this office until completion of move in original file.
- 4th. Copy - On completion of move these copies are amended as required - third copy to C.M.O. Office, fourth copy Re File - Movement completed.

INSTRUCTIONS FOR INTER-CITY MOVES

- (1) Accept patients for movement from the following authorities only, who are responsible for ascertaining what patients require medical facilities for movement -
  - (1) Medical Care Desk
  - (2) City Health Department (Dr. R.G. Cadham)
  - (3) From any hospital superintendent in the City.
  - (4) Lt.-Col. R. H. Cooper.
- (2) Upon receipt of request for local move, ensure that requesting authority has cleared with receiving authority re ability to receive and time of reception.
- (3) Telephone request with any special instructions to C.M.O. Office, Fort Osborne Barracks, and request immediate notification of completion of move with nominal roll, if possible.
- (4) Record movements with Nominal Roll if possible in City Moves En Route folder.

(Continued)

INSTRUCTIONS FOR INTER-CITY MOVES CONT'D.

ACTION ON COMPLETION OF MOVE

- (5) Red Cross Disaster Cards completed and passed to Evacuee Records.
- (6) Next-of-kin notification cards despatched if information available. If this information is not available, the receiving authority be contacted by telephone immediately and mutual arrangements made re next-of-kin.

POST CARD

Day \_\_\_\_\_ Date June 7, 1950  
Jour \_\_\_\_\_ Date \_\_\_\_\_

\_\_\_\_\_

Has arrived safely in \_\_\_\_\_  
Avaît arrivé ici \_\_\_\_\_

Address \_\_\_\_\_  
Rue et nombre \_\_\_\_\_

Remarks \_\_\_\_\_  
Remarques \_\_\_\_\_

Signed C. B. Schoemperlen, M.D.  
Nommé Medical Return Committee  
Manitoba Red Cross.

A P P E N D I X      (G)

SEE LETTER DATED SEPTEMBER 1, 1950, FROM DR. G. S. FAHRNI

"SUPPLIES"

Dr. Gordon S. Fahrni,  
Chairman, Emergency Flood Committee  
on Medical and Nursing Care.

Dear Dr. Fahrni:

As you requested, I have compiled a report in brief of work done by Sub-Committee on Supplies. This I enclose with the hope that it will meet with your approval.

Please accept my sincere apology for the tardiness of this report. As you will understand my work suffered considerably while I was engaged in flood work, with a consequence that I have been extremely busy trying to catch up on the five weeks that I lost. This has left me little spare time.

May I express my pleasure at having had the opportunity of being of some small assistance to your committee in the tremendous job that was done under your direction in this emergency and may I also express my admiration of the Medical Profession in the marvellous way they responded to the duties assigned them.

With kindest personal regards,

I am,

Yours faithfully,

(Sgd.) Gordon W. Smith.

REPORT FROM MEDICAL SUPPLY GROUP  
MEDICAL NURSING DIVISION RED CROSS FLOOD EMERGENCY

With the organization of Medical Nursing Division into sub-committees the Supply Group was formed under the chairmanship of Gordon W. Smith, with Stewart Mason, Clifford Horsfall and Don MacArthur as members. This group was chosen primarily for their experience with Medical Stores and Administration in the Armed Forces and their present association with Pharmaceutical Manufacturing Companies (Mr. Horsfall the exception to the latter). It was the responsibility of this group to provide medical supplies during the emergency.

Sources of Supply were as follows:

1. Donations
2. Local Purchases
3. Army.

It was the policy of this group to supply, upon demand, all reasonable requests for Medical Supplies. The procedure followed was to ascertain if requested items were available from donations. If not, efforts were made to purchase locally. Should it prove possible or practical to purchase locally, a request was made to Army Medical Stores, Lieut. B. C. Hughes, for assistance. From the latter source all requests for blankets, pillows, sheets, stretchers, ambulances, morphine syrettes were honored. From all three sources no legitimate request was turned down as co-operation with this group from all sources concerned was unanimous. Particular mention should be made of Hudson's Bay Co., T. Eaton Co., both of whom maintained a twenty-four hour service during the emergency, and Lieut. B. C. Hughes who also made himself available at all times and was in constant touch with this group.

Supply requests are broken down under the following headings and lists and comments are attached to this report as Appendices.

Medical-Nursing Department -	Appendix 1.
First Aid Room, Auditorium -	" 2.
Community Clubs	
(Acting as H.Q. for dyke workers)-	" 3.
Hospital Evacuation Trains	
and Return Hospital Trains -	" 4.
First Aid Posts at Resort Areas -	" 5.
Proposed Emergency Hospital	
at Portage la Prairie -	" 6.
Inoculation Centres -	" 7.
Operation Blackboy -	" 8.

Donations of Medical Supplies were received from many Pharmaceutical Firms, but as many of these were not received directly by Medical Supply Group, none will be listed here.

As well as supplies for above organizations other requests of a miscellaneous nature were handled, e.g. upon receipt of a certificate of a responsible party that mishaps occurred on duty, arrangements were made for repair of broken spectacles and dentures. Arrangements were also made to have prescriptions filled for some evacuees who were without money to pay for them themselves.

SUPPLIES FOR MEDICAL NURSING DIVISION RED CROSS HEADQUARTERS

Filing boxes	Stationery
Filing Cards	Letter Baskets
Alphabetical Index	Signs
Blackboards	Pencils, Chalk, etc.
Steno Note books	Map Pins
Typewriters	Maps of areas for evacuation control

These supplies were required for administration staff.

Appendix II.

SUPPLIES REQUIRED FOR FIRST AID POST AND INOCULATION CENTRE  
RED CROSS EMERGENCY HEADQUARTERS

T. B. Syringes	Kleenex
Hypo Needles	Kotex
Typhoid Vaccine	Nembutal
Absorbent Cotton	Mercurochrome
Sterile Gauze	Tr. Green Soap
Rubbing Alcohol	Applicators
Adhesive Tape	Tongue Depressors
Novocaine	Scissors
Penicillin Lozenges	Forceps Splinter
Penicillin 400,000 Unit	Forceps lifting
Penicillin Ointment	Flashlights
U.S.A. & Codeine Co.	Sulfacetamide
Commercial Ether	Elixir Phenobarbital
Elastoplast	Fluocofedrin
Cough Mixture	Dettol
Calomine Lotion	Mandl's Pigment
Boric Acid	Kidney Basins
Magnesium Sulphate	Sterilizing Equipment
Glycerine	
Gauze Bandages	

Appendix III

SUPPLIES FOR MEDICAL & FIRST AID POSTS IN COMMUNITY CENTRES  
ACTING AS HEADQUARTERS WERE ALSO HANDLED - MAIN REQUESTED  
ITEMS ARE LISTED BELOW:

Sterilizing solutions (for dishes and hands)	Iodine
Lysol	Mercurochrome
Dettol	Paper Towels
Adhesive Tape	Paper Cups
Absorbent Cotton	Kleenex
Sterile Gauze	Elastoplast
Band Aids	Pails
Aspirin	Chlorinated Lime
Burn Ointments	Carbolic Soap

In addition to above general list, sanitary toilets were supplied to some points on request of Public Health Authorities.



HOSPITAL EVACUATION TRAINS & RETURN HOSPITAL TRAINS

The provision of supplies for trains evacuating hospital patients and returning them to Winnipeg represented considerable amount of duties of this department. Those supplies are broken down into following general classification for identification:

1. Bedding
2. Nursing Supplies
3. Red Cross Comforts
4. Insulin Kit

Notification was given 24 hours in advance of moves, where possible, as to which of above classifications were required for a particular move. Those were supplied in amounts indicated in appendix IVa. .

First moves by train from Winnipeg required food for patients to be arranged by this department. Later dining car facilities were provided by railroads and proved much more satisfactory.

From the supply point of view evacuation ran more smoothly than return. This was due to the fact that notification of a breakdown of patients as to classification, i.e., lying or sitting was given, and also of any special medications required. This was not done for return trains. Thus for return trains supplies could only be generalized. This led to some hardships on conducting staffs, e.g. insufficient quantity of cellulocotton for a car of senile patients.

Supplies for trains were delivered from Supply Department at Red Cross Headquarters to trains addressed to conducting Medical Officer. Trains with return evacuees were met by a member of Supply Group and supplies on train were picked up and returned to Red Cross Headquarters for re-use. Rubber sheets, bedpans, urinals, etc. were sterilized by Red Cross through arrangement with Miss Ina Broadfoot.

Bedding on majority of moves was supplied by railroads, with the exception of C. N. R. colonist cars and baggage cars.

Appreciation is here expressed for assistance and co-operation of conducting staffs and for suggestions made for improvements to round out supplies for moves.

REQUIREMENTS TO EQUIP ONE COLONIST CAR

18 BERTHS WITH MATTRESSES

100 Patients in 6 cars leaves 1 section per car for service and 3 sections in Headquarters' car.

BEDDING

Blankets	ea.	40
Sheets	ea.	60
Pillows	ea.	36

NURSING SUPPLIES

Rubber Sheeting 3' x 6'	ea.	18	Tourist - 16 sec.
Bed Pans	ea.	4	instead of 18.
Urinals	ea.	4	
Cellucotton	lbs.	1	PER CAR
Lysol	oz.	4	
Jug Enamel 2 Quart	ea.	1	
Kidney Basins	ea.	4	
Paper Cups	ea.	100	

INSULIN KIT

Insulin Kit one per Train			
Insulin 40 Unit 10 cc vials	ea.	1	
Insulin Syringe	ea.	1	PER CAR
Needles Hypo 25 G x 5/8"	ea.	12	
Alcohol Ethyl 65 x OP	oz.	4	

SUPPLIES FOR HOSPITAL TRAINS

Rubber Sheets	Demerol 100 mgm	Safety Pins
Cellucotton	Ephedrine 1 cc	Kleenex
Enamel Jugs	Scissors	Paper Cups
Kidney Basins	Forceps splinter	Dettol
Urinals	Phenobarbital 1½ gr	Aspirin
Bed Pans	Seconal Sodium 1½ gr	A.S.A. & Codeine
Flashlights	Urethral Catheter 18F	
Wash Basins	Cough Mixture	
Pails	Teaspoon	
Elastoplast	Kotex	
Absorbent Cotton	Iodine	
Sterile Gauze	Gauze Bandages	
TT Codeine 1 gr.	Adhesive Tape	

Insulin Kit

Red Cross Comforts

40 unit P.Z. Insulin	Chocolate Bars
Syringe	Cigarettes
Needles	Magazines
Ethyl Alcohol 65 op	Newspapers

Sputum Cups and refills were provided for T.B. patients.

Appendix V.

SUPPLIES were provided for First Aid Points at resort areas where doctors were stationed for care of evacuees to these points, as follows:

Rubber Gloves	Bandages
Triple Sulfa Tabs	Sterile Gauze
Prescription Bottles	Absorbent Cotton
Antacid Powder	Triangular Bandages
Laxative Tabs	Cellona Plaster Bandages
Diarrhoea	Stockinette
Sulfa Ointment	Applicators
Penicillin 400,000 unit	Tongue Depressors
Typhoid serum	Elastoplast
Hypo Needles	Kidney Basins
Syringes	Aspirin
Rubbing Alcohol	Ethyl Chloride
Tr. Merthiolate	Ether
Sutures	Novocaine 2%
Paper Towels	Cough Mixture
Argyrol	Scissors
Safety Pins	Kleenex
Dettol	Forceps Splinter

Appendix VI.

It was decided to equip an Emergency Hospital at Portage la Prairie. The following list shows supplies issued:

360 Pillow Cases	12 Sputum Boxes
120 Draw Sheets	24 doz. Refills for Sputum Boxes
60 Spreads	1 Gallon Rubbing Alcohol
200 Pillows	2 Enema Irrigating Cans
50 Wash Cloths	30 feet Rubber Tubing to fit above
6 Mugs - Enamel	2 sets of attachments for above
50 Flannelette Gowns	10 yards unbleached cotton 40"
Assorted Sizes	12 only clinical Thermometer
50 Hospital Night Gowns	4 Instrument Trays - Medium
100 Pyjamas - Assorted	12 Soap Dishes
35 Large Serving Trays	20 lbs. Cellu-Cotton
6 Air Rings (Invalid)	$\frac{1}{2}$ Gallon Mineral Oil
	$\frac{1}{2}$ Gallon Milk of Magnesia.
1000 Phenobarbital Tabs grs. $\frac{1}{2}$	
500 Soneryl Tabs	
24 Medicine Glasses	
120 Forks	
120 Knives	
120 Teaspoons	
8 large dish mops	
2 Insulin Syringes	
1 Clinitest Set complete	
22 Beds Hospital	
22 Mattresses	

Appendix VII.

Inoculation Centres were set up in Hospitals and other central areas. Typhoid Vaccine, syringes, Hypo needles, absorbent cotton, sterile gauze, and rubbing alcohol were supplied upon request.

Appendix VIII.

For operation Blackboy a supply of items roughly equivalent to those listed for First Aid Room.

In addition, a supply of 500 capsules each of Aureomycin and Chloromycetin was held. This supply was felt necessary in case of an outbreak of Typhoid and was regarded only as a token supply.

THE CANADIAN RED CROSS SOCIETY

DISASTER SERVICES

RED RIVER FLOOD DISASTER - 1950

REPORT NO. 7

SOCIAL SERVICES

BY

MISS BESSIE TOUZEL

Issued by  
National Headquarters  
Canadian Red Cross Society  
95 Wellesley Street East  
Toronto, Ontario

## SOCIAL SERVICES

On April 14, The Canadian Red Cross Society, Manitoba Division, Disaster Committee, convened a meeting of representatives of provincial and municipal governments, the armed forces, public and private social agencies and citizen organizations. At this meeting a coordinating committee was set up under the chairmanship of Mr. Frank Carpenter, the Division's Disaster Committee chairman. Mr. Carpenter had already directed the activities of his Committee through the experiences of the flood of 1948. This new committee envisaged an undertaking similar to that of 1948. It proceeded to meet the variety of problems arising out of the flood.

However, during the fortnight that followed much of the area south of Winnipeg, drained by the Red River, was evacuated and finally during the month the complete evacuation of Greater Winnipeg became a likelihood. On May 5th at the request of the provincial government, army personnel took over top authority for dealing with conditions resulting from the flood. Brigadier Ronald Morton, D.S.O., general officer commanding the Prairie Command, became the chief coordinator of the three forces. He set up a coordinating committee representative of the navy, army, air force, the Premier of the Province and the Departments of Agriculture and Health, and including engineers from the Department of Mines and Resources, the mayors and reeves of affected cities, towns and municipalities, the city and Mounted police, The Red Cross and the Volunteer Bureau.

It was under this Flood Control Committee, then, that planning proceeded from this date and that the Red Cross organization under Mr. Carpenter took its place. Responsibility for certain services rendered by Red Cross, prior to this date, because of emergency conditions, was assumed by others, for example boats by the navy and certain health services by the health authorities. Red Cross continued to carry responsibility for the feeding and clothing of evacuees, for ordering transportation for evacuation purposes, for supervision of evacuation centres, provision of conducting officers for trains, and for accommodation in cities and at non-endangered points for evacuees directed to these. At this time Red Cross was providing emergency aid such as food, shelter, clothing and emergency medical care for over 20,000 persons through 120 evacuation centres in the province. It was into this situation on May 7th that Mr. Colin Herrle, National Administrator, Disaster Services, American National Red Cross, came. Mr. Herrle was of tremendous assistance to many of us carrying responsibility in regard to the disaster. He assisted in the organization of Red Cross Emergency Services, helped local army and government personnel and in the newly developing Red Cross Social Services Section.

Adequate welfare services, to people affected by such a disaster, are essential. Early planning of these services is important. While in the beginning the protection of life itself is primary, the early development of individualized services to people is important if later problems are not to be increased and intensified. Mass provision of food, clothing and housing is replaced by individual and family planning for return home or to interim care until homes are again established. How mass work is done in the first stage will affect the size and degree of

\* \* \*

the problem in the latter. The degree to which possessions are protected, families kept together, host families prepared for their role, community committees made aware of resources, plans and developments, how people are fed, housed and treated medically, and other objectives accomplished, will increase or decrease the problems of individuals or families in later stages.

I would hope that in any future like organization the director of social services would be appointed earlier and would begin the establishment of her services sooner. Indeed such an appointment should be made just as soon as possible. The work of the department begins when first organization is being developed. In the early period if work is less heavy some staff training can be carried on, forms and procedures developed and policy made clear.

Through the Volunteer Bureau or as individuals social workers offered their help to Red Cross at an early date. Out of their own and others recognition of the places at which they could help they took over certain responsibilities, first for interviewing applicants and requisitioning clothing, then food, and then for interviewing persons who were unusually disturbed by the situation and later still, others with complicating social problems. Staff at the registration desk, or on other services at the disaster headquarters referred persons to them for help.

It was at this point, May 17th, that I reported on request of National Red Cross, to Winnipeg disaster headquarters. Consultations with Mr. Herrle and Commissioner Snyder were followed by meetings with representatives of local social agencies, the Provincial Department of Welfare, called by the Council of Social Agencies. A meeting of



representatives of social agencies, the provincial Department of Welfare and representatives of the municipalities affected by the disaster was called by Red Cross for Friday, May 19th, at the Legislative Buildings. Out of discussions at this meeting a small but representative group was appointed to draft a statement of policy for the social services section of the Red Cross, in keeping with the needs and opinions expressed at this meeting. That Committee met under my chairmanship on the evening of Friday, the 19th. Among those present were the Honourable the Minister of Health and Welfare, Mr. Ivan Schultz, Deputy Minister of Welfare, Mr. K.O. Mackenzie, Mayor Boles of St. Vital, Mr. Blumberg, Chairman of the Winnipeg Welfare Committee and representatives of the Red Cross. A draft statement of policy reflecting the afternoon's discussion was presented, modifications made out of discussions and finally adopted.

On Monday, May 22nd, this policy statement was presented to a reconvened meeting of those who met Friday, the 19th. The statement of policy, as attached, was approved by this meeting.

#### Staff

Miss Helen Mann, Manitoba School of Social Work, undertook to recruit interviewing staff on loan, insofar as possible, from local agencies. Social welfare agencies of Winnipeg and provincial and federal services operating throughout the Province were generous in their response to our request for help. Agencies from outside of Manitoba wrote or telegraphed offers of help. Because of the advantages of having staff familiar with the communities in which they would be working, we did not accept the offers of more distant organizations. Ten agencies lent us 33 persons from their regular staffs. A number of agency volunteers

were additional to this number. These staff members served for varying lengths of time from a couple of weeks to ten weeks. Members of staffs of business firms as well as social agencies volunteered for out-of-office time in evenings, on Saturdays and Sundays and holidays to set up and maintain record and index files.

It was not possible at so late a date to undertake adequate programs of staff training. A couple of hours study of the newly drafted manual of procedures, and a few short staff meetings was all the 'group discussion' possible. Staff members were required to make decisions and recommendations out of interviews in the office only, since home visiting was not possible. It was not uncommon for an individual worker to interview twenty to twenty-two persons per day. In the early weeks emergency staff members organized for three shifts of eight hours each, later two shifts of eight hours, in order to give service to those who came to the disaster headquarters. It was only after several weeks that it was possible to establish work on a 9 to 5 or 6 o'clock basis.

Heavy hours of work, as well as the makeshift accommodation, which was all that was possible for the staff, makes my appreciation of the job which they did so much the greater. In the early days, four attached seats borrowed from the auditorium furnishings, placed behind a counter, supplemented by two card tables in a more removed spot was the office furnishing. Individual tables lent by one of the department stores placed on the open floor of the auditorium provided the second stage of equipment. Later at the University Building, army tables with makeshift divisions, to allow some privacy, and individual chairs was the final equipment.

Among the staff recruited from a variety of agencies were some who carry large case loads, others with less heavy case loads. All undertook this mass interviewing job with one intention, that is of giving service. Performance despite all the handicaps was high indeed. Despite the pressures, reflecting the worries which individual clients carried, the anxieties which many of the staff themselves had for personal wellbeing and the tremendous adjustments in agency work; despite all these difficulties the atmosphere of the centre was good. Few difficulties in relationship developed. It was clear that this rapidly organized staff was quite able to adjust methods and use its skills in interviewing, its art of helping, under most difficult circumstances.

#### Organization

Our plan of organization called for three Assistant Directors to myself, that is, Miss Marjorie Moore, Executive Director, Family Bureau, Winnipeg, who had already been directing the services at the auditorium, undertook the supervision of the main Winnipeg office and training of staff. Mr. Murray Moore of the Provincial Department of Welfare assumed responsibility for general administration and for the supervision of services throughout the Red River Valley. Miss Maysie Roger of the Manitoba School of Social Work, it was planned, would supervise the outside offices in Greater Winnipeg. As the program developed fewer outside offices, particularly in Winnipeg, were established than had been anticipated and staff use was modified. Miss Roger supervised work at Winnipeg Beach, relieved during Miss Moore's absence for a week and carried responsibility for out-of-town correspondence which had developed in excess of our anticipation. Miss Ruth Doern, on leave from the

Department of Veterans Affairs, gave general supervision to index and files as well as carrying heavy interviewing load. Mr. Ian Sutherland, Family Allowances Division, Department of National Health and Welfare, relieved in Mr. Moore's absence and carried responsibility with him and Mr. Rene Lalonde of Eastern Manitoba Children's Aid Society for supervision of services through the Red River Valley. It is impossible to mention all staff and the special roles each undertook. It may be enough to say that the staff, in every instance, did a good job for us and made my task easy indeed. The value of an outsider in this situation seemed to be in her being an outsider - in her being free of any ties or responsibility outside the disaster organization itself.

#### Forms

Forms used by the American Red Cross were adapted for the most part for our use. We did not adopt Form 901 because a paper form, in use already, required the setting up of individual files. These with Form 64 seemed adequate to the need. The establishment of our service had developed late in relation to welfare enquiries and made the use of this form in its proper way with welfare enquiries difficult. The Face Sheet form attached was a modification of a form already in use by Survey and Intelligence in evacuation centres. It seemed wise to adjust it to our use. The Disbursing Order and Supplies and Requisition form were adopted following the establishment of the department. The manual for use of staff was developed immediately after the establishment of the department. These outlines were provided to each interviewer and, especially because of the limitation in staff development time, were valuable. We were indebted to Mr. Moore for work on this manual.

Later, the Clothing Requisition form was prepared. This form was intended as an aid in ordering clothing on Supplies Requisition form. The procedure recommended was that the worker fill in name and case number and proceed after a discussion of needs, with the family representative, to indicate under requisition the number of items requested of the clothing centre. (Numbers on right of article indicate complete wardrobe.)

The intention at the time of organization of Operation Rainbow, was to have the social services section conduct all interviews and make requisitions on Red Cross supplies, outside stores and second-hand clothing supplies (organized and operated by I.O.D.E.). Departments such as clothing, food, recoveries (department receiving returned materials lent to municipalities during the flood and again available for use of individuals or families) were considered supporting departments to the Social Service Section (see draft of organization). This relationship was only partially accomplished. It was difficult for directors of these departments in some instances to operate such a supporting service. It was difficult for them not to continue to feel responsible for the final decision as to whether goods should be given or not. Future organizations should develop clearer lines of responsibility if difficulties are to be avoided.

#### The Extent of Organization

As suggested earlier we envisaged the establishment of many more offices than were required. A part-time service to the local people was established at Winnipeg Beach. An office was opened at Point Douglas which operated until within a week of our close-up. At an early date an office was opened at Morris where first one and then two representatives

supervised the administration at first of a canteen and general clothing depot and later an interviewing service to representatives of families toward their re-establishment in their homes. A full-time office operated for a week in St. Jean de Baptiste and later on a part-time basis of almost daily visits by the field worker. Offices operated for short periods by shared staff at Ste. Agathe, St. Adolph, Letellier and Aubigny. These part-time arrangements were made possible by staff members giving anything from a couple of half days to two days of the week during the period of need. Intermittent calls by senior staff at such points as Emerson, Rosanoff and Rosenort supplemented local effort. Earlier, through Surveys and Intelligence, telephone calls, correspondence and visits to evacuation centres such as Brandon, Dauphin, Low Farm and others assisted local personnel in the hospitality service to evacuees and in planning their later return to home communities. Exact records of the number of persons given help are not complete. From the time that registration of persons receiving service within our department was formally established service was given to something over 6,000 individuals or families, representing approximately 25,000 people.

### Services

In addition to the services on an emergency basis anticipated in the statement of policy dated May 22nd, Red Cross was in a position to give certain additional services. Gifts in kind from all parts of Canada, Great Britain and the United States were distributed. Among these were food, sheets, blankets, pillow cases and towels, draperies, flatware, dishes, toys and tools. Generous gifts from the people of Great Britain sent by air and boat brought joy to the hearts of many people who had suffered the disaster in Manitoba. Gifts were of high quality and beauty,

and were widely distributed along with those provided by Canadian and American friends and those purchased by Red Cross to maintain our stores.

In the course of personal interviews with social service section interviewers much of the real tragedy as well as the great courage and resourcefulness of the people of the valley was evident. Evacuees recently removed from their homes who had to leave behind most of their possessions came to our desks. Some came without yet realizing the final meaning of what had happened and were later to learn that homes had been completely destroyed. Others we saw through the various stages toward near rehabilitation of their homes. Through funds administered by the Jocelyn Commission and the Manitoba Flood Relief Fund, the rehabilitation of homes and furnishings was made possible to a greater degree than had been anticipated in earlier stages.

The determination of people seriously affected by the flood to reestablish themselves was a constant inspiration to us. The story of one fourteen-year-old boy is interesting. He announced to an interviewer that he had spoken to his father in the country the night before. He explained that his father had gone back to the farm to see what he might do ahead of the family's return to a badly damaged home and flooded land. The boy said: "I asked my father how is the land and he said I've been working on the land. I asked him had he done any ploughing. He said I've already done some planting. All the neighbours whose crops are already in because they weren't flooded came to help my father. I asked him how much land was planted. He said to me, guess

- 11 -

how much land is planted. I said 50 acres. He said 100 acres are planted". This was a farm which it had seemed would grow no crops in 1950. The farm is growing crops because of the refusal of a man and his family, who love the land, to accept defeat, the very hard work and the neighbourliness of those who lived above the waterline of the flood.

It was a great satisfaction to all who participated in our project to know that we were agents of neighbours farther away who wanted to assist such families in their reestablishment in homes and at work.

(Signed) Bessie Touzel



THE CANADIAN RED CROSS SOCIETY  
Manitoba Division  
Provincial Headquarters, 226 Osborne Street North  
WINNIPEG, CANADA

May 22nd, 1950

SOCIAL SERVICES  
POLICY AND ORGANIZATION

There are certain reasonably distinct, though inter-related phases of Operation Rainbow, which affect individuals and families particularly, for examples:

- (1) The provision, on an emergency basis, of material and other services to individuals and families pending final return to, and rehabilitation of, homes and minimum contents.
- (2) Pumping, cleaning, disinfecting, etc.
- (3) Electrical and other repairing and/or checking.
- (4) Replacement of necessary contents.
- (5) Social care necessary for time, e.g. child placement, mental hospital care or family case work service. A substantial load of such will continue after the life of this policy.

Phase (1) is that for which we held our planning discussions May 20th. It was agreed that such was most suitable to Red Cross disaster organization treatment because of the need for quick organization and broad, simple policies.

(5) will arise frequently in the course of giving service in (1).

Since the main stream of the people concerned may be expected to go through Red Cross Offices if services under (1) are given there, definite responsibility for referral services should be taken at that office. Such would ensure quick referral to persons with social or other problems to the proper agency.

Red Cross therefore assumes responsibility for

- (a) emergency material aid and
- (b) referral to those with social or other problems to the appropriate agencies.

It is agreed that (a) above be interpreted to mean provision of food, fuel (in whatever form necessary), clothing, medical care, mass shelter where necessary, minimum utensils (e.g. pots, pans, cleaning equipment, etc. to enable establishment in interim housekeeping situations, etc.)

Such provision should be to all needy flood victims.

The Administration will be a part of Red Cross organization and closely related to its provisions of transportation, canteens service, mass feeding, etc., and should have these as supporting services.

A provincial advisory committee, similar in its personnel to that which met May 19th, though including additional persons to represent rural municipalities, Unemployment Insurance Commission, Employment Service and perhaps others, should give advice to the service. Like advisory committees, if seen desirable, could be organized in areas of the province.

#### Staff

- (1) A director and three assistants (working from the Auditorium office)
- (2) District officers in charge, if and when districts are set up, in areas of large and concentrated need.
- (3) Supporting staff interviewers, as work requires.

One experienced social worker should work with no more than two capable volunteers having in-service training.

It was suggested that experienced staff be borrowed from Winnipeg agencies and that inexperienced staff be recruited through the Central Volunteer Bureau for this special job. Some staff, indeed a substantial nucleus, is already operating on a similar basis at the auditorium office.

Present contact persons or committees in smaller local communities, throughout the province will, with the help of Red Cross Central Office, be responsible in their communities. Provincial welfare, Children's Aid Society, and local municipal welfare officers as well as clergy, should be involved in the work of these localities in as far as is possible.

Training of Staff could take place at the auditorium for the Greater Winnipeg area. Preparation of guidance material and perhaps some contact from the Red Cross senior staff is perhaps the only training practical to outside workers. It is impossible at this time to say what number of persons will be required - the beginning objective might be set at forty (40).

#### RELATION TO PUBLIC WELFARE DEPARTMENTS IN GREATER WINNIPEG AREA

The general policy above would imply that these departments carry responsibility for their own end, in some cases, for other municipalities' on-going problems. Problems arising out of the flood will be Red Cross responsibility.

Such responsibility will include help in terms described above to

- (1) new families - with emergency problems arising out of the flood
- (2) particular emergency needs of families previously known to welfare departments, e.g. short-time aid to Mothers' Allowance and Old Age Pension recipients financially embarrassed by evacuation demand, clothing to replace lost possessions, etc.

#### PERIOD OF OPERATION

We suggest that a period of three months be the life of this policy when it is assumed that stages (2) (3) and (4) would have been pretty well completed. Should this prove an incorrect time, extension or reduction in time could be a subject for discussion at a later meeting.

It is assumed that the all-time agencies will help in the additional social problems which will come to them during the life of this plan, and will be in the position of taking over the residual problems at the end of the life of the plan.

If some funds are necessary from governmental authorities, any final apportionment between the Province and its municipalities will be determined among and by these.

CANADIAN RED CROSS SOCIETY  
Manitoba Division

FLOOD EMERGENCY

PROPOSED RED CROSS POLICY RE DISTRIBUTION OF CLOTHING AND BEDDING

1. DURING THE CLEANUP PERIOD

- (1) Distribution of used clothing during this period, particularly to men engaged in the operation, should be liberal and with minimal emphasis on establishing financial need for such assistance.
- (2) Used clothing should be supplemented by such items of new clothing as may be required immediately (e.g. underwear, boots, etc.) on a definite scale of issue of which both welfare workers and clothing issuers will be informed.
- (3) Minimum bedding requirements may be issued on a definite scale to permit worker to live on his premises during the cleanup period.
- (4) Organized volunteer groups for cleanup or domestic patrols should be loaned such Red Cross equipment as is already available - waders, work gloves, work socks, flashlights, etc. - on the receipt of a responsible citizen representing such group or groups.

2. DURING PERIOD OF RE-ESTABLISHMENT

Basic Principles:

- A. Issues of clothing and bedding should be made on the basis of family units.
- B. As far as possible, the total needs of the family unit should be determined on the basis of one interview by an experienced welfare worker.
  - (1) Immediate requirements for re-establishment.
  - (2) Needs for the next 3-4 month period.
  - (3) Supplementary requirements for Fall and Winter months where such items are immediately available from:

DURING PERIOD OF RE-ESTABLISHMENT (Continued)

Basic Principles:

B. (continued)

- (a) used clothing stocks
  - (b) gift clothing and bedding
  - (c) supplies prepared by Red Cross Women's Work Committees.
- (4) It is vitally important that all gift clothing and bedding should be distributed to the intended beneficiaries before the close of the Emergency period and that as much of the used clothing as possible should be likewise dispensed.
- (5) Every attempt should be made to complete Red Cross Emergency Operations before August 1st.

Procedure:

- (1) Distribution of used clothing should be greatly liberalized making adequate provision for each member of the family unit. No detailed account need be preserved of the items supplied.
- (2) Used clothing will have to be supplemented by such items of new clothing as underwear, boots, shoes, etc. These should be issued on a definite scale to be indicated on the warehouse requisition (i.e. gift items and those prepared by Women's Work Committees) or disbursing order (i.e. new purchases).
- (3) Bedding requirements (sheets, pillowcases, blankets, towels, etc.) will be issued from new stock on a definite scale to be indicated on the warehouse requisition (i.e. gift items and those prepared by Women's Work Committees) or disbursing order (i.e. new purchases).
- (4) Gift Toys should be distributed to younger children of family groups on basis of one toy per child until the supply is exhausted.
- (5) The welfare worker may, at the time of the interview, endeavour to assay the long term needs of the family in terms of Fall and Winter items of clothing and bedding immediately available from the following stocks:
- (a) used clothing (I.O.D.E.)
  - (b) gift clothing and bedding
  - (c) clothing and bedding which Red Cross Women's Work Committees have on hand.

CANADIAN RED CROSS SOCIETY  
-Manitoba Division-

RED CROSS FLOOD EMERGENCY ASSISTANCE PROGRAM

In the memorandum dated May 22nd, under the heading Social Services Policy and Organization, this general guiding policy was established: that the Red Cross would assume responsibility for:

- (a) Emergency material aid, meaning the provision for food, fuel, clothing, medical care, mass shelter, minimum utensils to all needy flood victims - pending final return to and rehabilitation of homes,  
and
- (b) Referral of those with social or other problems to appropriate agencies,  
and
- (c) That Red Cross Emergency Assistance would terminate, in respect of individual families, one week after such families resumed habitation of their homes,  
and
- (d) The overall life of the plan should be for three months, subject to extension or reduction in time depending on the circumstances.

It was assumed that the established social agencies would be in a position of taking over the residual problems at the end of the life of the plan.

In the period during which this policy has been in operation, all phases of rehabilitation have consistently progressed, and the situation at the present time appears to be as follows:

- (a) In the Red River Valley:
  - 1) Substantially all evacuees, whose homes were not irreparably damaged, or lost, and with the exception of Morris and St. Adolphe have returned to their homes. This return should be completed in about 2 weeks.
  - 2) Consistent progress has been made in the rehabilitation of homes not irreparably damaged, with the substantial majority of homes now providing a minimum standard for sleeping and eating accommodation. All centres with the exception of Morris should reach this minimum standard for occupancy in two weeks to a month.
  - 3) All centres have reasonable services with the exception of telephones; all centres now have supplies of water and have been reconnected for hydro power.
  - 4) Train service has been restored and roads, bridges, etc. are sufficiently repaired to allow travel.

- 5) Most places have grocery stores reopened with these stores receiving adequate and continuous supplies.  
  
Rosenort and Rosenhof are the exception, but it is anticipated that these stores will be prepared for retail trade by about July 1st.
  - 6) In most centres other retail services, e.g. drugstores, hardware, are in operation or are in the process of re-opening by July 1st.
- (b) In the same period from May 22nd to the present date consistent rehabilitation has been carried forward in the greater Winnipeg area:
- 1) Substantially all evacuees, whose homes were not irreparably damaged, or lost, have returned to their homes or should return within two weeks.
  - 2) The rehabilitation of their homes to a minimum standard for eating and sleeping should be completed within two weeks.
  - 3) While there are a number of exceptions there is a sufficient number of retail stores in operation that any area can be considered as being adequately serviced.
  - 4) Facilities of water, sewage, hydro and telephone have been restored to normal.

The experience of the Social Service Division which has operated through an interviewing service at the University buildings, and through a field service in the Red River Valley, indicated that the remaining needs of flood victims in the area of material assistance can be considered as follows:

- 1) Those persons who have lost their pre-flood employment and income. This would include those who were market gardeners, or small scale farmers whose normal income may be lost for a period up to the spring of 1951. This group may find employment of a temporary nature elsewhere, but by doing so may delay the reestablishment of the sources from which their income was drawn. The need of this group may be extensive.
- 2) The group who because of the added financial costs of the evacuation and return, the rehabilitation of their homes, and other costs arising out of the direct flooding of their homes, or damage to their means of earning a livelihood, are without sufficient income to provide for their essential needs. The needs of this group will probably be of short duration and will probably be completed in most areas in the next few weeks. In Morris, and in the Rosenhof, Rosenort, St. Adolphe and Aubigny areas, this may continue for a period up to two weeks.

- 3) The group who should be allowed to rehabilitate their homes or their means of livelihood in preference to seeking or securing employment elsewhere. The need of this group should diminish rapidly and will likely be finalized within two months.

The needs of these groups at present are:

- 1) Clothing.

In the early stages of the rehabilitation of an area, the predominant need has been, of course, for work clothes. With the near completion of the early rehabilitation stage in practically all areas, this need has been disappearing, and has been followed by the need for general clothing, provision for families and individuals. By and large, it is believed that this service is well along the way and should be completed in most areas, in so far as stocks will allow, within two weeks.

However, it has also been noted that there will be a number who, because of depleted resources and/or inadequate income will have insufficient income with which to purchase clothing, since the major and first call on income will be for food. The need here might well extend for some months, and might become acute in the fall as the needs for winter clothing arise. No estimate is presently available of the numbers likely to be involved.

Of the persons applying to Red Cross for assistance, clothing was required and furnished (in 75% of the cases).

- 2) Bedding.

This includes sheets, pillow cases and blankets.

In the early stages of the rehabilitation of an area the demand was for grey army blankets, and in the latter stages for sheets, pillow cases, and blankets of a finer type. With the near completion of the early stage, the requests over the recent period have been for the replacement of normal bedding needs. The meeting of these needs in most areas is well along the way, and with the possible exception of a few places in the Red River Valley, should be completed in the next week to ten days. It is estimated that in about 25% of the applications for assistance, bedding has been requested and supplied.

- 3) Food.

The need for food is presently being met by a Red Cross food store in localities like Rosenhof or Rosenort, or by releases from Canteen supplies, as in the case of the Town of Morris, or by the voucher or disbursing order system, which is in use for food requirements of persons making application to Red Cross Headquarters. As noted above, Rosenhof and Rosenort have no food stores in operation, but it is expected that they will be by about July 1st. In Morris, the food stores have only recently been in operation, and the present releases from canteen supplies will be substituted by the release of parcels of gift food supplemented by disbursing orders.



As with clothing the need for food in some cases might well continue for a lengthy period, and as noted in the earlier part of this memorandum might well extend into next year.

In about 15-20% of all applications for assistance, food has been required and supplied.

4) Miscellaneous.

This includes household or operating expenses, cooking, fuel, etc., and while constituting only a minor amount of the requests made nevertheless has been consistently required for those persons who have been totally dependent upon Red Cross assistance. Presumably this need will continue for those cases involving long-term need for assistance.

It would appear from the foregoing that the emergency situation which made necessary an emergency assistance program, has all but disappeared. With the provision of emergency needs by Red Cross as noted above, the intention of the policy respecting emergency assistance would seem to have been almost fulfilled. Nevertheless, as suggested above, there would seem to be the very real possibility that assistance of varying kinds and amounts will be required for a residual group who will remain dependent for some time to come, possibly as long as the spring of 1951. As well, other social problems, requiring the services of social agencies, have appeared and will likely continue to appear.

If that is so, then it would seem necessary that not only should Red Cross decide on its closing date, but before closing should advise the other concerned, i.e. municipal welfare departments and social agencies, of the residual and possibly long term social needs which are indicated at this time. As noted at the outset of this memorandum, it has assumed that the established agencies would be in a position to assume the responsibility for the residual problems at the conclusion of the emergency assistance plan.

During the period of the Red Cross assistance program, cases have been referred to Municipal Departments, as those persons became ineligible for Red Cross aid. The number referred, the number granted Municipal Aid, after referral, as well as those otherwise making application, is not known.

From the number who are currently being assisted by Red Cross, estimates have been made by the Social Services Division, of the number from this group which will likely require municipal aid at the conclusion of Red Cross assistance. Such aid, however, will be for varying amounts and types, and will vary in duration. Indications are as follows:

<u>Locality</u>	<u>Possible Applications</u>
Town of Emerson	Few, if any
Rural Municipality of Franklin - includes Dominion City	2 - 3
Rural Municipality of Montcalm - includes Letellier, Ste. Elizabeth, Ste. Jean	10 - 15
Rural Municipality of Rhineland - includes Rosenfeld	Nil
Rural Municipality of Morris - includes McTavish, Rosenort, Silver Plains, Aubigny, Union Point and Rosenhof	30 - 35
Town of Morris	50 - 75
Rural Municipality of Ritchot - includes Ste. Agathe, St. Adolphe & Cartier	12
Rural Municipality of McDonald - includes Osborne, Domain, LaSalle	Nil
Rural Municipality of Fort Garry - includes St. Norbert & Wildwood	15
Rural Municipality of St. Vital - includes Grand Pointe & Ste. Germaine	17
Rural Municipality of De Salaberry - includes St. Pierre	None
Municipality of St. Boniface	5
City of Winnipeg	10

Throughout the operation of the Social Service Division, referrals of social problems have been made to the appropriate agencies operating in the Greater Winnipeg area and the Red River Valley. No estimate of the number so referred can be made. However, from the persons who are currently being interviewed, it would appear that a number of families will require the services of various social agencies. This appears to be true for both the areas of Greater Winnipeg and the Red River Valley.

July 3, 1950.

EMERGENCY ASSISTANCE TO FLOOD VICTIMS

GENERAL

The Manitoba Red Cross is assuming initial responsibility for the provision of emergency assistance to persons in need directly resulting from the flooding of the Red River, the Assiniboine River and their tributaries. This is an arrangement pending the return of people to their permanent homes.

Within this framework, the Red Cross, in collaboration with the Provincial Government, the Municipal Governments whose areas were affected, Public Welfare Departments, and social agencies, has set down the conditions under which persons in need may receive assistance, and the requirements necessary to proper administration.

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Local Red Cross Committees or Representatives, or other Red Cross representatives, may authorize such assistance, as in their discretion, appears necessary, in accordance with the requirements set out below, the extent to which circumstances warrant, and the schedule allows.

ELIGIBILITY

Assistance may be granted to or for persons who apply or for whom application is made, when the following requirements have been met.

(I) Condition of Applicants: Applicants must be flood victims.

Definition - A flood victim is a person who voluntarily, or under an order, has evacuated, partially or wholly, his home, due to general flood conditions.

Note: This includes persons who may have left their homes even though those homes were not directly flooded, but who did so because of real or possible dangers, of health and similar reasons.

(II) Income: The net income <sup>if</sup> available to the flood victim for the support of himself and dependents is less than budgetary requirements. Such budgetary requirements may include costs of food, clothing, operating expenses, (cooking fuel, lighting, water rates, cleaning equipment) in amounts similar to the schedule, (see below), and an amount for rent found necessary to secure shelter.

<sup>if</sup> Amount remaining after necessary extraordinary payments, e.g., board for man apart from family, rent in original accommodation, insurance, etc.

(III) Ineligible Persons: Persons who have been displaced only from their pre-flood employment and do not otherwise qualify as a flood victim. (See above)

Persons within this group should be referred to the nearest municipal office, or if they are living in unorganized territory of Manitoba, should make their application to the nearest office of the Manitoba Government, Division of Public Welfare.

See REFERRALS Page 6.

(IV) For the Guidance of Interviewers:

(1) In considering applications for aid, request and take into account all net income available to the applicant, irrespective of the source, as income available to the applicant for his needs, with these exceptions:

- (a) Family Allowance
- (b) The first \$5.00 per week earned by the applicants.

(2) In considering the need, assignment or allocation of net income may be made first to budget needs not provided by the schedule (e.g. rent).

(3) To provide for the remaining need to the extent that circumstances warrant and the schedule allows.

(4) To provide that assistance authorized by the Red Cross Local Committee or Representative through the use of vouchers, which may be designated to merchants named by recipient.

(5) Assistance may be granted during the period of reestablishment in a permanent home, but should not continue past one week after applicants have been reestablished in a home which has been approved for occupancy by the local authorities.

SCHEDULE

Definitions:

Adult: a person 18 years of age or over

Child: a person 17 years of age or under

Unit: refers to - a family unit where there is a husband and-or wife and child(ren), and/or one or more adults, living in one household unit.

Persons eligible to receive assistance may receive any or all of this schedule in accordance with their need, up to and including the maximums. Vouchers may be issued for any period up to one week. If less than one week a proportionate amount of the weekly maximum is to be granted.

The amounts indicated under each heading are the maximums.

A - FOOD

	1 Adult 1 Child	1 Ad. 2 Ch.	1 Ad. 3 Ch.	1 Ad. 4 Ch.	1 Ad. 5 Ch.	1 Ad. 6 Ch.	1 Ad. 7 Ch.	for each over 8 Ch.	Pregnant Mothers
Daily -	\$ 1.15	\$ 1.43	\$ 1.71	\$ 1.93	\$ 2.26	\$ 2.59	\$ 2.76	\$ .18 per child	add .11
Weekly-	8.00	10.00	12.00	13.50	15.80	18.10	19.35	1.25 per child	add .75

2nd adult add .45 per day - \$3.00 per week  
3rd adult add .36 per day - \$2.50 per week

Adult Units -	1 Adult	2 Adults	3 Adults
Daily	\$ .57	\$ 1.04	\$ 1.39
Weekly	4.00	7.25	9.75

B - CLOTHING

Clothing may be given in amounts required, from local supplies available to the local committee. If required clothing not available, request should be forwarded by local representative to Red Cross Headquarters.

C - BEDDING

Bedding, e.g., blankets, pillow cases and sheets may be granted from local supplies available to the local committee. Where conditions warrant, assistance of this kind may be on a loan basis.

D - OPERATING EXPENSES

- (1) Kitchen Fuel -  $\frac{1}{2}$  cord of wood per week, and/or if required  
2 sacks of briquettes or equivalent coal.  
Costs are not to exceed local prices.

- (2) Lighting Fuel or Electricity -

Coal oil, gasoline etc., - .50 per week  
Electricity - \$1.00 per week

- (3) Cleaning Materials -

Soaps, cleaning powders, etc. - \$1.00 per week

- (4) Kitchen Equipment -

One order only per household unit not to exceed  
\$5.00. (This only where such basic utensils  
are not available through any other source.)

E - MEDICAL AND DENTAL

Where medical and dental services are required and it is imperative there be no delay, authorizations for the necessary attention may be given.

It is requested that wherever practical that the need be communicated to the Medical and Nursing Section - Red Cross Headquarters for instructions before authorization.

F - DRUGS

As prescribed by a Medical Practitioner or Health Officer.

G - BOARD AND ROOM

Where board and room may be still required as an alternative to the provision of food and household expenses, meal tickets may be provided.

Every effort should be directed towards securing household accommodation.

H - TRANSPORTATION - RETURN

See (II)

Income of the individual should be used for purchase of transportation wherever possible. However, where in the opinion of the local representative there are insufficient funds for return transportation, such local representatives should contact Red Cross Headquarters - Division of Social Services, Miss M. Moore, if served by greater Winnipeg offices, or Mr. Atkin if in outside points, providing the following information:

- (a) Surname and first names;
- (b) Original address and temporary address;
- (c) Place from which and to which ticket should be issued;
- (d) Number of tickets, adults and children.

Note: If large number of tickets is being requested, the above information can follow request from outside points.

- (1) On railroads and buses, no fare is required for children under 5 years. A child's fare is required for those between 5 and 12 years and full fare over 12.
- (2) Food en route should be planned for. If families are without resources, meal tickets or box lunches should be provided.

REFERRALS

The following generalizes some of the social problems which local committees may meet, and details the agencies to which referrals should be made.

It is suggested that interviewers should make referrals to the appropriate agencies located in the area in which the family is presently living, and such referrals should be cleared with such agency, for acceptance, prior to the directing of the person needing service to that agency.

CHILDREN'S SERVICES

Protection and guardianship of children, unmarried mothers.

Flin Flon, The Pas and surrounding area north of 53°	-	Public Welfare District Office, 63 Church Street, Flin Flon, Manitoba.
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. . . . .

Swan River and Dauphin area, north to 53° and south to National Park	-	Public Welfare District Office, Health and Welfare Building, Dauphin, Manitoba.
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. . . . .

Brandon area, and north to National Park west to Saskatchewan border	-	Children's Aid Society, Rosser Avenue at 11th Street, Brandon, Manitoba.
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. . . . .

Portage la Prairie area and central Manitoba	-	Children's Aid Society, Portage la Prairie, Manitoba.
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. . . . .

St. Boniface and area east of Red River	-	Children's Aid Society, Tache Street, St. Boniface, Manitoba.
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. . . . .

Interlake region including Gimli, Winnipeg Beach and Selkirk	-	Division of Public Welfare, Winnipeg District Office, 320 Sherbrook Street, Winnipeg, Manitoba.
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PUBLIC ASSISTANCE

Persons in need of public assistance:

(a) Temporarily residing in unorganized or disorganized territory should be referred:

- |  |   |   |
|--|---|---|
| Flin Flon, The Pas and surrounding area north of 53°                 | - | Public Welfare District Office,<br>63 Church Street,<br>Flin Flon, Manitoba.          |
| . . . . .  |   |   |
| Swan River and Dauphin area, north to 53° and south to National Park | - | Public Welfare District Office,<br>Health and Welfare Building,<br>Dauphin, Manitoba. |
| . . . . .  |   |   |
| Interlake region including Gimli, Winnipeg Beach and Selkirk         | - | Division of Public Welfare,<br>320 Sherbrook Street,<br>Winnipeg, Manitoba.           |
| . . . . .  |   |   |
| St. Boniface and area east of Red River                              | - | Children's Aid Society,<br>Tache Street,<br>St. Boniface, Manitoba.                   |

(b) Temporarily residing in a rural municipality, incorporated city, town or village should be referred to their nearest municipal office.

HOSPITALIZATION

Admission to hospitals are arranged by the consent of a doctor. This may include a privately practicing physician, a hospital staff doctor, a Medical Health Officer or Health Unit Doctor.

Hospital charges for indigents are forwarded to the municipality in which the patient has residence, or if unorganized territory, to the Division of Hospitalization of the Provincial Department of Health and Public Welfare.

Applications:

Where requests are made for assistance with any of the schedule items, an "Application for Assistance" form (see sample attached) is to be completed, in duplicate, and signed by the applicants and interviewer.

- (a) Original copy is to remain with the Local Representative or local Red Cross Committee.
- (b) Duplicate copy is to be forwarded to Red Cross Headquarters, Social Service Division, Winnipeg.

XXX

Where previous application has been completed, no further "Application for Assistance" form need be completed, but any change in circumstances should be noted, on the reverse side of the original application.

Requisition: (for individuals and families)

- (a) For supplies on hand with the Local Committee a "Supplies Requisition" form, (see sample attached) is to be completed in duplicate and signed by the authorized Red Cross Representative.
  - (1) The original copy is to be given to the beneficiary for signature when goods received,
  - (2) The duplicate is to remain with the local representative for individual file.
- (b) For purchase of supplies or services:

The "Disbursing Order" form (see sample attached) is to be completed in quadruplicate and signed by the authorized Red Cross Representative.

- (1) The original and 4th copy is to be given to the beneficiary for signature on the original where goods or services have been supplied.
- (2) The 2nd copy to be forwarded to the Accountant, Red Cross Headquarters.
- (3) The 3rd copy to remain with the local representative for individual files.

For Social Service Division - Headquarters

The following material will be received at Headquarters from Red Cross Committees or Local Representatives:

1. Enquiries about social service problems, requests for transportation, etc.
2. Duplicate copies of "Application for Assistance" forms.
3. Case files of Local Representatives and Committees when the individual or family are known to have left the area.
4. Case file copies of requisitions issued by Headquarters Staff.

Re #1 - Matters such as those referred to in #1 should be referred to:  
If by letter, to the Director of Social Services, Miss B. Touzel.  
If by telephone or interview to Miss M. Moore.

Re #2, 3, 4 - Matters such as listed or similar matters should be referred to the Clerical Personnel.

I. Clerical - See #2, 3, 4 above.  
(1) "Application for Assistance" forms.

Red Cross Social Service Index to be checked for prior registrations.

If new:

- (a) Index card to be typed, complete insofar as possible. Indicate on reverse summary of authorizations granted as indicated on the reverse side of form.
- (b) Case No. to be assigned designating the area by No. assigned to area - followed by a dash and number assigned to case, 1, 2 --.
- (c) File case to be prepared identifying case by surnames first, followed by first names and case number.

If Prior Registration:

- (a) Indicate on reverse side of index card, additional information as listed.
- (b) File with case File.

Case Files and Case File Copies of Requisition

Follow procedure as for "Application for Assistance" forms - see above.

Information re Condition of Homes in Flooded Areas

Clearance for return of evacuees to their homes should be made by all residents, by calling their local Headquarters as follows:

City of Winnipeg:

(7 a.m. - 11 a.m.)

Riverview: Between Glasgow and Churchill Drive.  
East of C.N.R. Headquarters: Riverview  
United Church, Oakwood Avenue - Telephone,  
932531.

Point Douglas: Between Henry and Redwood, East of Main St.  
Headquarters: Norquay School Junior Building.  
Telephone: 595341.

Assiniboine: All areas along Assiniboine.  
Headquarters: Augustine Church: River &  
Osborne. Telephone: 931461.

St. Vital: Headquarters - Municipal Building,  
Telephone: 204 565

St. Boniface: Headquarters - Health Unit  
Municipal Building,  
Telephone: 204411.

Ft. Garry: Headquarters - Municipal Building,  
Telephone: 42700

St. James: Headquarters: - Municipal Building,  
Telephone: 62375.

EMERGENCY SHELTER - RETURN MOVEMENT:1. Evacuees Placed In Areas By Red Cross

(Place of residence and present address known).

- (a) When an area is ready for the return of evacuees, Red Cross Return Movement Control will arrange for transportation to their own area if possible without stop-over in Winnipeg.
- (b) If a stop-over is necessary, such persons will be housed by Red Cross in transit shelters.

2. Uncontrolled Return Evacuees:

This group will include those who will return by their own arrangements and may include some who will return before their homes are habitable and be in need of emergency housing -

- (a) If residents of Greater Winnipeg, Brooklands, West Kildonan, North Kildonan, East Kildonan, St. Vital, St. Boniface, Fort Garry, St. James, they should be referred to Emergency Housing, 160 Princess Street, Winnipeg
  - Daytime - 9 a.m. - 6 p.m. -- 849,281
  - Nights -- 65,504

- (b) If non-residents of Greater Winnipeg are to be referred to Red Cross Shelter basement of Auditorium - Mr. J. Campbell
  - Daytime - 9 a.m. - 6 p.m. -- 320
  - Nights - St. John's House -- 41,710
  - McMillan & Aynsley

Note: To be completed in DUPLICATE for all assistance requests.  
One copy to be sent to SOCIAL SERVICE DEPT., RED CROSS, WINNIPEG.

THE CANADIAN RED CROSS SOCIETY  
Manitoba Division  
Winnipeg, Manitoba

APPLICATION FOR ASSISTANCE

Date.....1950

Name .....Age.....  
(Surname) (Christian Names)

Address before evacuation.....  
(Street) (City, Town, Village or Municipality)

Present address.....  
(Street) (City, Town, Village or Municipality)

Are you living with relatives?.....

Wife (husband's) name.....Age.....

Children: Name.....Age..... Name.....Age.....

Name.....Age..... Name.....Age.....

Name.....Age..... Name.....Age.....

Other Dependents (indicate relationship).....Age.....

.....Age.....

Have you (or your husband) a regular income?.....Amount.....

Occupation.....Employer.....  
(Name of Firm) (Address)

Are you eligible to receive benefit under any of the following?

Unemployment insurance..... Family Allowance.....

Mother's Allowance..... Pension (indicate source).....

Other income.....

Additional information.....

.....

.....

.....

I hereby certify that the above application is true.

.....  
(Interviewer's signature) Miss  
Mrs.  
Mr.....  
(Applicant's signature)

.....

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Man. May 1950.

This is not a purchase order

Date . . . . .

.....  
Issuing Office

.....  
Address

MERCHANTS WILL NOT BE PAID FOR MERCHANDISE CALLED FOR ON THIS REQUISITION

By

Authorized Representative

(Printed in duplicate)  
Original copy for Warehouse -  
Blue Copy for Case Folder.



FAMILY NAME	AGE	CASE NO. _____
		DISTRICT _____
MIS FIRST NAME		APPLICATION DATE
WIS FIRST AND MAIDEN NAME		CASE WORKER

ADDRESSES	Pre	OWNER	RENTER
	Post		

CHILDREN	AGE	ACTION TAKEN	DATE

CLOSED ( ) FORM 64 - REV. MAY 1950

Canadian Red Cross Society  
DISBURSING ORDER  
(Nontransferable and nonassignable)

Jan., May 1950

Case No. .... (Name and Address of Disaster Relief Unit)

NO. 0000

IMPORTANT - SEE REVERSE SIDE BEFORE FILLING

Date.....

To.....  
(Merchant) )  
..... ) Please supply the  
(Address) ) following to  
..... )  
(City, Town, Village, etc.) )  
(Beneficiary)  
(Address)  
(City and Province)

and charge us - not to exceed:

..... Dollars (p.....)

Quantity	Article and Description	Unit Price	Amount
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....
.....	.....	.....	.....

By.....  
(Authorized Representative)

MERCHANT'S CERTIFICATION

I (We) certify that the goods have been supplied to (or the services have been performed for) the beneficiary as authorized on this order and that payment therefore is due in the amount of \$.....

..... By .....  
(Name of person or firm) (Name and title of official signing)

BENEFICIARY'S CERTIFICATION

FOR USE IN HEADQUARTERS OFFICE ONLY

This is to certify that assistance has been received in the amount set forth above.

Audited:

.....  
(Signature)

PASSED FOR PAYMENT: APPROVED:

.....  
(Adult Relationship)

..... (Accountant) ..... (Director)

ORIGINAL COPY - SEE OVER Area.....Classification.....Check No.....

NOTE: This form printed in quadruplicate.  
Distribution as follows:  
Original (white) for - see instructions below.  
Yellow - for accountant.  
Pink - for Case file.  
Green - Merchant's record.

I M P O R T A N T

MERCHANTS, PLEASE READ!

This order is nontransferable, nonassignable, and payment thereof will be made only to the merchant to whom it is issued. No agent or employee shall have the authority to waive or modify this condition.

It is good only for the articles and for the amount specified. Substitutions or alterations of prices make this order VOID.

If the order is fully itemized to show individual quantities and unit prices, payment will be made upon the merchant's certification of delivery, as provided for in the lower part of the order. However, if the order is GENERAL, your itemized list, showing individual quantities and unit prices, is required in addition. Briefly, there must be itemization of articles and certification of their delivery.

After filling the order, please MAIL the white copy immediately to the Red Cross office at the address set forth at the top of the order, following instructions in preceding paragraph, and retain the green copy for your record until paid.

Payment will be made as soon thereafter as time will permit.

11-2-1-1-1

Note: To be completed in DUPLICATE for all assistance requests.  
One copy to be sent to SOCIAL SERVICE DEPT., RED CROSS, WINNIPEG.

THE CANADIAN RED CROSS SOCIETY  
Manitoba Division  
Winnipeg, Manitoba

APPLICATION FOR ASSISTANCE

Date ..... 1950

Name ..... Age.....  
(Surname) Christian Names)

Address before evacuation.....  
(Street) (City, Town, Village or Municipality)

Present address.....  
(Street) (City, Town, Village or Municipality)

Are you living with relatives?.....

Wife (husband's) name..... Age.....

Children: Name..... Age..... Name..... Age.....

Name..... Age..... Name..... Age.....

Name..... Age..... Name..... Age.....

Other Dependents (indicate relationship)..... Age.....

..... Age.....

Have you (or your husband) a regular income?..... Amount.....

Occupation..... Employer.....  
(Name of Firm) (Address)

Are you eligible to receive benefit under any of the following?

Unemployment insurance..... Family Allowance.....

Mother's Allowance..... Pension (indicate source).....

Other Income.....

Additional information.....

.....

.....

I hereby certify that the above application is true.

..... Miss  
(Interviewer's signature) Mrs.  
Mr.....  
(Applicant's signature)

(Decision of local representatives to be indicated on the reverse side)

# CLOTHING REQUISITION

NAME OF BENEFICIARY

FIRST NAME

CASE NUMBER

ADDRESS

## INFANT - UNDER 1 YEAR

REQT.	ARTICLE	
	Knitted Cap	1
	Blanket	1
	Shawl or Wrapping Blanket	1
	Sweaters	2
	Dresses	2
	Nighties	3
	Soakers	2
	Diapers	
	Bands	2
	Shirts	3
	Slips	3
	Stockings	3 pr.
	Bootties	3 pr.
	Shoes (first pr.)	1
	Bibs	2 )
	Crib Sheets	4 )
	Crib Blankets	2 )
	Quilted Pads	2 ) ACCESSORIES
	Rubber Sheet	1 )
	Towels	3 )
	Wash Cloth	2 )

## CHILDREN - 2-6 GIRLS

REQT.	ARTICLE	
	3 piece snow suit	1
	Dresses	3
	Playsuits	2
	Overalls	2
	Sun Suit	1
	Sweater	2
	Union Suits	3
	Vests	3
	Panties	3
	Slips	2
	Sleeper winter	2
	Pyjamas summer	2
	Robe	1
	Anklelets	4
	Stockings	4
	Shoes	2
	Rubbers	1
	Mittens	
	Scarf	

## CHILDREN - 1-2 YEARS

REQT.	ARTICLE	
	3 piece winter outfit	1
	Summer Coat & Hat	1
	Sweater	2
	Dresses or wash-suits	2
	Sun Suits	2
	Overalls	2
	Undershirts	3
	Training Pants	4
	Slips (girls)	2
	Sleepers (flannel)	2
	Sleepers (cotton)	2
	Robe	1
	Stockings ankle	4
	hose	2
	Shoes first	1
	walking	1
	Rubbers	1
	Mittens	1
	Scarf	1
	IF ARTICLES ARE SECONDHAND	
	INCREASE NUMBER REQUIRED	

## CHILDREN - 2-6 BOYS

REQT.	ARTICLE	
	Cap (summer)	1
	3 piece snow suit	1
	Suits - wash	3
	Overalls	2
	Sweaters	2
	Union suits (winter)	3
	Union suits (summer)	3
	Sleepers winter	2
	Sleepers summer	2
	Robe	1
	Anklelets	3
	Socks & stockings	3
	Shoes	2
	Rubbers	1
	Mittens	1
	Scarf	1
	Handkerchiefs	2

CHILDREN 6-14 15-19 GIRLS			
REQT.	ARTICLE		
	Hat	1	1
	Coat Heavy	1	1
	Light	1	1
	Sweater	1	1
	Dresses	4	3
	Skirt	1	2
	Blouses	2	2
	Middies	1	1
	Tunic	1	1
	Apron		1
	Vests	3	2
	Panties	4	4
	Underwaists		
	or slips	2	3
	Braziers		2
	Nightgowns	3	
	Bloomers	1	
	Garter Belt		1
	Robe	1	
	Slacks		1
	Anklets	4	4
	Stockings	3	3
	Shoes	2	2
	Rubbers	1	1
	Gloves	1	1
	Scarf	1	1
	Handkerchief		

WOMEN (HOUSEWIVES)			
REQT.	ARTICLE		
	Hat		1
	Coat heavy		1
	light		
	Sweater		1
	Dresses (House, street		
	winter & summer)	6	
	Skirt		1
	Blouses		2
	Apron		3
	Panties		3
	Brassiers		2
	Slips		2
	Nightgowns or pyjamas		2
	Robe or housecoat		1
	Girdle		1
	Anklets		3
	Hose		4
	Shoes		2
	Galoshes		1
	Rubbers		1
	Gloves		1
	Handkerchief		4

CHILDREN 6-9 10-14 BOYS			
REQT.	ARTICLE		
	Cap	1	1
	Mackinaw	1	1
	Sweater	2	2
	Trousers	2	2
	(long & short)		
	Overalls	2	3
	Shirts	4	4
	(winter		
	summer)		
	Combinations	2	
	Shirts	3	3
	Pyjamas	3	3
	Bathrobe	1	1
	Hose & socks	4	4
	Shoes	2	2
	Galoshes	1	1
	Rubbers	1	1
	Mittens	2	2
	Scarf	1	1

MEN Manual Worker			
REQT.	ARTICLE		
	Hat		1
	Cap		1
	Overcoat		
	(Winter, spring	1	1
	& fall)	1	Mackinaw
	Raincoat	1	1
	Sweater	1	1
	Suit	1	1
	Trousers	1	1
	(work)		3
	Shirts	6	2
	Shirts & shorts	3	3
	(Combination part wool)	3	
	Pyjamas	3	3
	Bathrobe	1	1
	Neckties	2	2
	Socks	4	6
	Shoes	2	2
	Galoshes	1	1
	Rubbers	1	1
	Gloves	1	1
	Scarf	1	1
	Handkerchief	4	4
	Belt	1	1

# "RAINBOW"

## ADVISORY COMMITTEE

CHAIRMAN C.H. MacKelvie  
 Wm. Lang R.W. Kelly  
 J.R. Murray W.J. McCann  
 W.J. MacDonald K. Foster  
 F.W. Thornhill G.S. Fahrni, M.D.  
 F.W.G. Miles F. Cowley  
 Mrs. Davidson M. Turner  
 Miss Metcalfe

## GENERAL ADMINISTRATION

Chairman - J. A. Woods  
 Vice-Chairmen -  
 1. V. W. Tryon  
 2. H. H. Sparling  
 3.  
 Control Dept. - Frank Carpenter

## PROVINCIAL COMMISSIONER

R. H. Snyder

## SOCIAL SERVICE

Director - Miss B. Touzel

Assistant Directors:

- 1.
- 2.
- 3.

## REGISTRATION & WELFARE ENQUIRIES

Director - Col. F. Miles  
 Asst. Director - .....

Regn.  
Records

Welfare  
Enquiries

## FIELD SUPERVISION

Director - S.B. Laing

Assistant Directors:

.....  
 .....

## FIELD REPRESENTATIVES

MAN.	MAN.	MAN.	MAN.	MAN.	MAN.	MAN.	MAN.	SASK.
1	2	3	4	5	6	7	& ONT.	

LOCAL  
COMMITTEE

LOCAL  
COMMITTEE

LOCAL  
COMMITTEE

## INTERVIEW SERVICE

(Supervisor - 3 Assistants)

## LIAISON WELFARE AGENCIES

(Liaison Officer - One Assistant)

## INTERVIEWERS

15 Interviewers - Trained  
 30 " - Volunteer

## REPRESENTATIVE WELFARE AGENCIES

## SUPPORTING DEPARTMENTS

Shelter - Return Movement - C.W. Atkin  
 Transportation - Frank Thornhill  
 Food - W. J. McCann  
 Clothing - N. Smith  
 Purchasing-Supply - Murray Tasker  
 Medical-Nursing - G. S. Fahrni, M.D.  
 Recovery-Claims - G. K. Stone  
 Press - Radio - Murray Turner  
 Accounting - T. Sill

(Director - 3 Assistants Each Dept.)

THE CANADIAN RED CROSS SOCIETY

DISASTER SERVICES

RED RIVER FLOOD DISASTER - 1950

REPORT NO. 8

SUB-COMMITTEE ON FOOD

BY

MR. J. W. PERCIVAL

Issued by  
National Headquarters  
Canadian Red Cross Society  
95 Wellesley Street East  
Toronto, Ontario



THE CANADIAN RED CROSS SOCIETY  
Manitoba Division  
Provincial Headquarters  
WINNIPEG

In response to the request made by Mr. R.H. Snyder, Commissioner, Manitoba Division, Canadian Red Cross Society, regarding a report on the activities of the Food Department, it is hoped the following will provide the permanent record required, and further, that it will serve as a guide to any future operations in which the responsibility for the functions outlined herein are assumed by the Red Cross.

1950 FLOOD

F O O D      D E P A R T M E N T      R E P O R T

J. W. Percival, Director  
Food Department  
May 29 - August 12, 1950

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OPENING PHASES

In investigating the many occurrences and conditions which eventually led to the formation of the Food Department, it appears that the first major problem related to mass feeding arose early on the morning of April 24th, when several urgent requests for assistance in the form of food and clothing were received from residents of the Kingston Crescent area.

This was one of the first areas in Greater Winnipeg to be threatened by the initial onslaught of the rising waters. The original dykes that had been built by the local residents soon proved entirely inadequate and in response to radio and press appeals, hundreds of volunteers turned out to assist in fortifying the levees. One of the secondary, though essential problems created by this large force of volunteers was that of feeding; also, many of the workers arrived at the dykes without adequate clothing and footwear for the type of work being done. It was as a result of these factors that requests for sandwiches, hot coffee, hip waders, work gloves, etc., began pouring in to the Red Cross.

FIRST LOCAL CANTEEN FOR DYKE WORKERS

By the evening of April 24th, Mr. Snyder had contacted Mr. Arthur Mears, Commodore of the Winnipeg Canoe Club, and arrangements were made to use the club as a Red Cross Canteen operating independently and staffed by the regular employees of the Club's lunch room. A tent was erected adjacent to the clubhouse and using the tent as a base of operations, members of the Boy Scouts association distributed coffee, sandwiches, box lunches, etc., to the flood workers.

During the following fourteen days, 12,167 sandwiches and 19,333 cups of coffee were supplied by this canteen to dyke workers in the Kingston Crescent and Victoria Crescent areas. The latter area was supplied from this canteen by Mr. Hal Neilson, who volunteered to run a shuttle service, transporting food directly to the workers at the Victoria Crescent dykes. These supplies were supplemented during the first week in May when arrangements were made to have additional supplies of sandwiches made up and delivered to the above areas by one of the local merchants, Mr. Pat Murphy.

The next locality to be threatened with inundation was the area including and adjacent to Scotia Street in the suburb of West Kildonan. On the morning of April 29th, Major Wm. Ross contacted the Red Cross and offered the services of the Salvation Army Unit which he commands. It was suggested that he might undertake the task of providing mobile canteen services for the Scotia Street area. Within a matter of hours members of the Salvation Army were on the scene providing their services in a manner characteristic of their highly efficient organization.

#### ARRIVAL OF FIRST EVACUEES

Sunday, April 30th, Mr. Snyder received a call from the Red Cross Officials at Morris, Manitoba, advising him that several hundred evacuees had been placed on board a train and were already en route to Winnipeg. Among these evacuees were 70 or 80 persons who had not been able to arrange any accommodation and would need Red Cross assistance. Two Red Cross workers were immediately sent to meet the train at St. Agathe in order to screen any individuals who would require help. Arrangements were made to have busses and taxicabs meet the train at the railway station and from there the evacuees were transported to the Immigration Hall or the McLaren Hotel where temporary sleeping accommodation had been made available. The problem of feeding was met by issuing meal tickets to the value of \$1.50 per person, per day.

May 2nd and 3rd, saw the arrival of two additional groups from the Morris area and it was becoming increasingly difficult to find suitable shelter. When word was received that another large group could be expected on the 5th, it was found that the Immigration Hall was already overcrowded and nearly all of the local hotels were booked to capacity.

#### MASS FEEDING OF EVACUEES

Through the prompt action of the Disaster Services Committee comprised of Mr. Frank Carpenter, Chairman, and Messrs. T. M. Miller, J. F. Baldner, and J. B. Payne, and the immediate co-operation of Lt. Commander Lorne Main, Commanding Officer H.M.C.S. Chippawa, emergency feeding and sleeping accommodations were rapidly made available at the Royal Canadian Naval Barracks.

This exemplary effort set the pattern for the uncountable number of situations which were to be dealt with, with like efficiency during the hectic weeks to follow. At this instance it should be clarified that for the purposes of this report, appraisals of the superhuman effort put forward,

almost without exception, by each and every individual who participated in the operations outlined herein, will unfortunately have to be omitted if for no other reason than the obvious fact that the task of evaluating even a small percentage of the meritorious services performed would be far beyond human capability.

#### REVIEW OF INITIAL PREPARATIONS

While not directly related to the work of the Food Department, it will perhaps permit the presentation of a more congruous picture if it is pointed out that prior to the foregoing, a great many precautionary steps were taken by the Red Cross in an effort to provide canteen services for those areas in southern Manitoba likely to be flooded.

At Mr. Snyder's suggestion, Red Cross officials at Morris and Emerson held emergency meetings and appointed Co-ordinating Committees during the second week in April. The waters of the Red River had been rising steadily, at that time, for a period of two weeks. While the rate of rise and the general pattern it was following definitely indicated flood conditions, no one, including provincial and civic authorities, foresaw the imminence of any greater devastation than what had been experienced during the 1948 flood. Fortunately, the experience gained from this previous disaster was put to excellent use by the rural communities in the planning of their emergency requirements. As a result of these meetings, residents were urged to stock up on groceries immediately; merchants were asked to set up stockpiles of food at locations where they were not likely to be contaminated by flood waters; railway officials were approached and the possible need of boxcars, sleeping cars, tank cars of fresh water and fully provisioned dining cars, was discussed.

While no immediate action was taken regarding the latter emergency measure, the need for such assistance soon arose. Once again the prompt

action of the Disaster Services Committee was demonstrated as they made arrangements to have rolling stock dispatched to the stricken areas on very short notice, whenever and wherever such needs became apparent. The sleeping and dining cars which were spotted in the town of Morris eventually became the only safe haven for those residents who remained in the area until all normal routes of transportation were severed. It takes very little imagination to visualize what might well have happened had no one foreseen the need for these rail cars.

#### OFFERS OF ASSISTANCE TO RED CROSS

The flood danger level of 18 feet above datum was reached on April 20th, and the 1948 peak level of 23.4 feet was exceeded ten days later. With every day that passed it became increasingly evident to the public that Manitoba was faced with a disaster of major gravity. Thousands of individuals from all walks of life began responding to the obvious need for assistance and it was to the Red Cross that many of these volunteers turned for direction.

The Divisional Headquarters Building on Osborne Street soon became a mecca to evacuees, flood victims and volunteer workers alike and literally hundreds of people milled around the offices and corridors. One young fellow complained that he only came in to ask the correct time and before he got out of the building he'd been fed eleven sandwiches, fourteen doughnuts and six cups of coffee; issued two pair of work gloves, a shovel and a pair of hip waders; vaccinated in three places; handed a two hundred page report to type out in triplicate; and congratulated by an unnamed civic official who offered to appoint him National Director of Disaster Services.

#### SET-UP OF EMERGENCY DEPARTMENTS

Over and above the demands created by flood fighting activities, the problems of providing food, clothing, shelter, medical and transportation services became increasingly acute.

Up until May 6th, all requests for food supplies were handled by the members of the Disaster Services Committee; on this date it was realized that the pressure of events necessitated immediate broadening of the existing channels of operation.

As an emergency measure, it was decided that certain departments must be set up to deal with specific problems. Each of these new departments was placed under the direction of a capable volunteer who possessed a background of sufficient business experience to qualify him for the responsibility of making sound and immediate decisions on an executive level. These directors in turn were to be responsible to the Disaster Services Committee for all decisions affecting general policy. The latter committee then set up the Control Department which was to function as the operational centre of the entire organization, thus providing a means whereby all requests, pertinent information and directives could be channelled to the proper authorities and departments concerned.

#### FOOD AND CLOTHING DEPARTMENT

The Food and Clothing Department then came into being and was placed under the direction of Mr. Knox Foster. The nucleus of the original staff was comprised of the following six employees of the Red Cross permanent staff:

Mrs. Nettie Blythe	Miss Joan Macarthur
Mrs. Jean Parsons	Miss Katherine Anderson
Mrs. Mary Gilcs	Miss Janet Anderson

In the ensuing weeks over one hundred and fifty volunteers and a paid staff of eight employees were to take part in the operations of this department.

#### FOOD DONATIONS

On the day prior to the formation of the Food and Clothing Department a radio appeal was made for foodstuffs. Almost immediately large quantities of sandwiches, pastry, hot coffee and other foods of every description began arriving at Red Cross headquarters. At first it was possible to distribute the supplies as soon as they were received to the various canteens which were being organized throughout the city. By the second day the public response began to exceed the immediate demand and a small stockpile of canned, packaged and bulk food products began to form around the reception desk in the lobby of the Red Cross building. Monday, May 8th, saw several hundred cases of foodstuffs, occupying about one hundred square feet of floor space piled up in the main lobby and several volunteers were engaged in the almost futile attempt to locate various supplies as they were called for.

When the Food Department was first set up, few if any members of the staff realized that in a matter of days they would be called upon to handle food supplies at the rate of nearly a thousand cases per day and it is certain that no one visualized that the department would eventually be operating on a scale comparable to a large wholesale grocery establishment.

#### FOOD DISTRIBUTION DEPARTMENT

It was on the morning of May 8th that I was approached by Messrs. Knox Foster and C. H. MacKelvie and asked to take charge of the receiving and shipping of food supplies and a sub-department was formed and thereafter referred to as the Food Distribution Department.

### INITIAL TASKS

The first step taken under my direction was the classification of the wide variety of supplies on hand. Once this was done, sections (i.e. Sandwich and Pastry Section, Canned Goods Section,) were organized and two volunteers, one for each twelve-hour shift, were placed in charge of each section. Twenty-four hours later the entire 400 square feet which was available to our department became so overloaded with supplies that our workers began to appear like a swarm of ants as they climbed among the hundreds of cases in an attempt to find sufficient space to stack the never ending stream of donations.

Arrangements were made for the Red Cross to take over the Civic Auditorium and on May 9th an area of approximately 3000 square feet was allocated to the Food Distribution Department. Somehow we managed to transfer our entire stock to the auditorium without seriously disrupting the flow of supplies to canteens. That same afternoon we were advised by Dr. Chamberlain of the Department of Health, that reports of sickness among dyke workers had been received and from the nature of their illness it appeared that they were suffering from food poisoning.

### SANDWICH CRISIS

One of the most logical assumptions re the source of possible food poisoning was that some of the fillings used in the thousands of sandwiches being distributed had become contaminated. Considerable time often elapsed after the sandwiches were made before they were received by the Red Cross, and again, once they were delivered to canteens we had very little control over the time that would elapse before they were eaten. Taking these factors into consideration, Dr. Chamberlain advised us we would have to destroy all meat and cheese



sandwiches that remained in our stockroom for more than eight hours and any sandwiches containing fish, eggs, bananas or salad dressing would have to be destroyed three hours after they were received.

We immediately arranged to have appeals broadcast over all local radio stations advising the public that while there was still a great need for sandwiches, we required only meat and cheese fillings. We then employed a system whereby each and every sandwich received was inspected, rewrapped, placed in cartons of 100 and each carton was marked as to:

- (a) Contents
- (b) Time received
- (c) Date

This procedure kept 12 to 15 volunteers busy 18 hours a day, and by reducing or increasing our orders to the two large department stores from whom we were purchasing sandwiches we were able to control our stocks to a degree where only a small quantity of sandwiches had to be disposed of. Rather than risk the possibility of being faced with shortages all departments worked on the basis of "too much rather than too little" and I will readily admit it was often good fortune rather than precise estimations on my part that enabled us to maintain such an effective control over wastage.

Evidence that our controls were effective from the standpoint of public health was borne out by the gratifying fact that not one additional case of food poisoning was reported after May 10th, when our system of checking became operative.

#### THE COFFEE PROBLEM

One of the most pressing demands during the initial phases of Operation Sandbag<sup>#</sup> was that of providing hot coffee for the dyke workers.

Orders were placed by the Red Cross for several thousand one gallon thermo

<sup>#</sup> Soon after dyking began the term Operation Sandbag came into usage and was no doubt originated by the dyke workers themselves.

jugs and arrangements were made with Hudson's Bay House to have large quantities of hot coffee on hand 24 hours per day. When Hudson's Bay House itself was threatened by the rising waters it was decided that a "Coffee Pool" be set up and under this system two large department stores in the downtown area took over the job of supplying all hot beverages, sterilizing used containers etc., and for the remainder of Operation Sandbag an ample supply was always on hand.

#### PURCHASING OF FOOD SUPPLIES

In addition to the food which was received in the form of donations from individuals and business organizations, it was also necessary to purchase a great many items such as bread, fresh meat, dairy products, hot beverages etc. This was usually done through the Purchasing Department which was set up on May 8th, and placed under the direction of Mr. Frank Cowley. Some exceptions were made to this procedure. In one instance it was deemed advisable to authorize the committee in charge of one particularly large canteen to make their own purchases directly without channelling their requests through the Food and Clothing or Purchasing Departments. This canteen was exceptionally well organized in the beginning and during the peak period of their operations several thousand persons were being fed each day. However, due to some confusion as to just who had the authority to make purchases, excessively large quantities of food began piling up. As an example, an order for one thousand weiner buns per day was placed and it was not until thousands of these buns began finding their way back to our stock-room in the Civic Auditorium that we realized things were getting out of hand. Eventually, the purchasing authority granted to this canteen had to be withdrawn.

### CANTEEN SURVEYS

In co-operation with Control Department, numerous surveys were made of Red Cross canteens. The main purpose of these surveys was to determine:

- (a) Number of persons being served
- (b) How canteens were being supervised
- (c) How foodstuffs were being handled and distributed
- (d) Quantity and condition of stock on hand

The latter was particularly important for it was found that some canteens were ordering far greater quantities of food than were required while others were not ordering sufficient. The result was that food was spoiling before it could be used in one area while in another they were continually running out of supplies. While occurrences of this nature were the exception rather than the rule, it clearly illustrated the value of placing experienced caterers in charge of canteens wherever possible.

It is now apparent that in order to effect the necessary degree of control over supplies and operations of independently organized canteens, any central supply agency such as the Red Cross Food and Clothing Department must appoint qualified supervisors to maintain a constant check on all canteen activities and submit written reports directly to supply headquarters. A separate survey department which attempts to provide supervisory services for many widely varied fields of operations is in no wise satisfactory for this type of work.

### OPERATION BLACKBOY

On May 15th, a meeting was held to determine, among other things, the part that would be played by the Red Cross re food supplies and emergency feeding should Operation Blackboy materialize. The Food and Clothing Department was represented at this meeting by Mr. Knox Foster and tentative plans were made re:

- (a) Location of emergency feeding centres in each of the nine zones,
- (b) Provision of field kitchens, mess kits, personnel etc., by the army
- (c) Requisitioning of supplies from the emergency stockpiles of food which had been set up by the Food Control Section under the direction of Mr. J. D. Laing, Chairman of the Emergency Planning Committee.

Had Operation Blackboy been put into effect, revision of the entire organization of the Food and Clothing Department would undoubtedly have been necessary. Just what plans had been put down in black and white re emergency reorganization is not known; however, the overall plans for the wholesale evacuation of Greater Winnipeg which would have been put into effect had the water risen to a level of 32.5 feet above datum, are outlined in the Emergency Planning Committee's report on Operation Blackboy.

#### CLOTHING

The main problem of providing clothing arose when it was found that many evacuees were arriving in Winnipeg without adequate clothing for the severe weather conditions which prevailed. The I.O.D.E. whose provisional headquarters are located in the Civic Auditorium, immediately took over the task of sorting and distributing the many donated articles of new and used clothing which were being received from many points throughout Canada, the U. S. A., and later Great Britain.

#### SEPARATION OF FOOD AND CLOTHING DEPARTMENTS

As the responsibilities of the Food and Clothing Department were growing beyond all expectations it was decided at an Executive meeting on the morning of May 15th, that two separate departments be set up as follows:

- (a) The Clothing Department, under the direction of Mr. N. C. Smith
- (b) The Food Department, under the direction of Mr. W. J. McCann.

When Mr. McCann arrived on the scene he brought with him six of his Assistant Managers from Canada Safeway Limited. Under Mr. McCann's direction, these gentlemen wasted no time in setting up a comprehensive system of controls and procedure that greatly facilitated the operation of the Food Department. The combined experience of these gentlemen was put to excellent use in all matters pertaining to food acquisition and distribution and the value of their highly efficient and well organized effort cannot be overestimated. I believe a separate report has been submitted by Mr. McCann covering the period (May 15th - May 29th) of his association with the Red Cross.

#### APPOINTMENT AS DIRECTOR

At an Executive Meeting on May 29th, I was asked to succeed Mr. McCann as Director of the Food Department and I in turn appointed Mr. W. G. Gulickson as Assistant Director. At this time I was most concerned about locating a temporary warehouse for the use of our department. We had been advised that several carloads of food had been collected by the Ontario Red Cross and that they would be shipped to Winnipeg during the first week in June. Warehouse space was at a premium but we were fortunate when on June 1st, permission was granted by the Grain Exchange Curling Club for us to use their Curling Rink for the next three months if necessary.

The Curling Rink had been used prior to this as a temporary warehouse by the Canadian National Railways and large wooden grain doors had been laid down on the surface of the rink to provide a temporary flooring. The C.N.R. very kindly offered to leave this flooring for our use and thus another problem was solved.

#### TRANSFER TO NEW QUARTERS AND BEGINNING OF REHABILITATION

On the fourth of June we transferred our existing stocks, which had grown to approximately 25 tons by this time, from the Civic Auditorium to our new headquarters in the Grain Exchange Rink. It was at this time that we began making the gradual swing over from the initial task of supplying local canteens to that of sending large shipments of food to areas such as Morris where the job of rehabilitation was now getting under way.

#### DYKING CEASES AND CANTEENS CLOSE

The water level had reached its zenith on the 13th of May and by the 20th, it had begun to recede again. As of the latter date there was no further need for dyking and most of the canteens began closing down. There were only eight canteens in operation during the first week in June and these canteens were now providing meals for the crews of workers who were engaged in the decontamination of areas which were being prepared for re-inhabitation.

#### CARLOADS OF FOOD ARRIVE

When the first carloads of food began arriving from Ontario we were faced with another major task. The rehabilitation of Morris, Emerson and the other flooded communities in Southern Manitoba was already underway and the Red Cross began receiving urgent calls for various supplies including food. One of the responsibilities that had been assumed by the Red Cross was that of providing food for evacuees for a period of one week after they returned to their homes. Most of the food that was received from Ontario had not been sorted or packed in cases that were suitable for redistribution. This was further complicated when it was found that some of the food was not fit for human consumption. We were left with no alternative but to open,

examine and re-pack nearly every one of the five thousand some odd cases which were received.

#### AID TO RURAL FLOODED AREAS

In Morris under the direction of Red Cross Representatives, Messrs. Andrew Swain and Johnny Campbell, a canteen was set up in the Courthouse to ease the pressure on the railway dining cars which had been serving residents and workers alike until the influx of returning evacuees began overtaxing their limited facilities.

As soon as evacuees were able to repair their homes to a point where they could prepare their own meals they were supplied with groceries in kind and/or food purchase order forms (through the Red Cross Welfare Department) if they lived in an area where grocery stores were accessible. In the Morris area alone, the Food Department provided sufficient supplies to maintain the entire pre-flood population for a period of three weeks.

#### LARGE DONATIONS RECEIVED FROM DISTANT POINTS

While it is not my intention to even attempt to list, in this report, all the areas from which donations of food, etc. were received the following will give some indication of the wide variety of merchandise which was received from points throughout Canada and the British Commonwealth:

City of Edmonton	donated	240,000 cigarettes 3,500 chocolate bars
City of Toronto	"	250,000 cigarettes 140,000 lbs. assorted groceries
Junior Chamber of Commerce St. Thomas, Ontario	"	24,000 lbs. assorted groceries
City of London, Ontario	"	19,000 lbs. assorted groceries
Boese Food Company, St. Catharines, Ontario	"	1,000 cases Tomato Juice
Huntley & Palmer Co., London, England	"	575 lbs. assorted biscuits

(Continued)

Nassau Red Cross, Nassau, Bahamas	donated	an air cargo shipment of several hundred tins of tomato and pineapple juices.
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Appended hereto will be found a statistical breakdown (Exhibit C) of the supplies sent to flooded areas outside of Greater Winnipeg. It was only through the untiring efforts of the Red Cross representatives in these devastated areas that the tremendous job of pro rata distribution was accomplished. Considering the fact that few of these representatives had any previous experience in the requisitioning or handling of foodstuffs, their accomplishments were outstanding.

On July 16th, approximately three months after the first flood emergency meetings were held, the last bulk shipment of food to be sent to a flood damaged area left our warehouse. This final shipment of 120 cases, fittingly enough, was sent to the town which had been hardest hit — Morris, Manitoba.

#### SURPLUS STOCKS

At a meeting on July 3rd, I had advised the Executive Committee that the Food Department anticipated a surplus of approximately 2,000 cases of foodstuffs over and above what would be required to adequately provide for those evacuees still in need of rehabilitation assistance. It was decided that any surplus stocks would be donated to various charitable organizations in Manitoba who had suffered either directly or indirectly through the flood.

The final task of the Food Department was that of distribution of this surplus stock, which amounted to 2560 cases of assorted groceries (mostly canned goods,) to the twenty-four organizations chosen as a result of the aforementioned meeting.

#### SUMMARY

By the time we wound up our activities and vacated the Grain Exchange Rink on August 12, our Department had handled some 700,000



pounds of foodstuffs with an approximate retail value of \$101,775.00. This does not include the \$58,000.00 spent through country representatives (see Exhibit E) for evacuee feeding nor does it include the amount spent on food purchases which were sent directly to canteens, hospital trains, etc., The total value of the individual grocery orders which were given to evacuees by the Welfare Department during the rehabilitation period will not be known until all the outstanding accounts have been submitted and a report made by the Accounting Department.

#### TOTAL COST OF FOOD PROVISIONS

As a conservative estimate I would place the total cost of all Red Cross assistance pertaining to the provision of food at \$180,000.00 to \$200,000.00. This figure includes the estimated value of foodstuffs which were donated to the Red Cross and covers the entire period - April 24 to August 12.

#### ABOVE AND BEYOND THE CALL OF DUTY

The thoughtful and heartwarming spirit of people young and old who assisted in whatever way they could was demonstrated time and time again throughout the entire emergency. One such instance occurred on a cold inclement afternoon early in May. It had been pouring rain for several hours when a little Girl Guide came in to our department, looking so thoroughly soaked that one would imagine that she had been dunked in a barrel of water with all her clothes on. Clutched firmly in her right hand were five, ten dollar bills.

"A lady down at the train depot who was passing through Winnipeg, saw all the poor 'vacuees we were lookin' after -- she couldn't stay to help but she gave me this money and asked me to take it to the Red Cross. Here it is and I'm sorry it's got all wet but I didn't want to put it in my pocket 'case I lost it."

One of the evacuees who was assisting in our department at the time was so touched by the incident that she put her arms around the little girl and tears began streaming down her face. Many tears were shed at the Red Cross - but none of them were tears of self-pity.

#### FUTURE PLANNING

No Master Plan, specifically detailed as to organization and operational procedure is possible for obvious reasons. Changing conditions make it highly improbable that any future emergency will follow the pattern of the 1950 flood. Nevertheless, just as the experience gained during the 1948 flood was put to excellent use as a guide to organizing essential services early in 1950, so it is highly important that recommendations based on this year's disaster services be given careful consideration.

The organization of the Food Department was geared to deal with specific problems, at a specific time, under specific conditions; with any change in one or all of these factors a corresponding change would have been necessitated in our methods of operation. In other words, any recommendations that can be made at this time must be regarded as a guide for future planning -- not as part of a definite overall plan.

#### RECOMMENDATIONS

(a) As soon as the need for the provision of large quantities of foodstuffs becomes apparent, every attempt should be made to obtain the services of someone with wide experience in the food business, who is in a position to devote his full time to organizing and directing a Food Department.

(b) In the early stages of organizing such a department, definite limits as to its scope and responsibilities should be defined - including an early decision as to just what types of merchandise will be purchased or accepted as donations for redistribution. A particularly

close check should be kept over all radio and newspaper appeals for food donations.

(c) Under ideal conditions the Food Department would have its own office and warehouse staff located in a suitable storehouse which might well be several miles away from Red Cross Operational Headquarters. With this in mind it would greatly facilitate the operations of the Food Department if it were set up as a self-contained unit with its own Transport and Purchasing sections rather than having to depend on the co-operation, efficiency and availability of entirely separate departments whose headquarters may of necessity be several miles away.

(d) That all canteens be supplied with written instructions and standard forms to be used for recording such pertinent information as stock-on-hand, number of persons being fed, etc. Canteen operators must have such information at their fingertips if they hope to estimate their daily requirements with any degree of accuracy. Exhibit "E" gives an example of the type of instructions that I believe would assist everyone concerned if issued to all Red Cross Canteen and Sub-depot Supervisors.

(e) That before the Red Cross accepts the use of any vehicles or equipment (refrigeration units, typewriters, etc.) which are volunteered on a cost free basis, the donor should be asked to sign a waiver and any agreement as to Red Cross responsibility re operating costs or repairs should be detailed in black and white, signed by the donor and an authorized department head and placed on file with Control Section.

CONCLUSION

It is hoped that the appended information and exhibits will give a condensed picture of the work accomplished by the Red Cross Food Department. At a meeting of the Executive Committee on May 15, each department was requested to keep a log detailing the highlights of each day's work in order that this information could be compiled in the record of work done by the Red Cross during the flood. For reasons unknown to the undersigned this recommendation was not carried out by the Food and Clothing Department. Had such a log been kept the task of compiling summaries and reports would have been immeasurably lightened and a far greater degree of accuracy and continuity been possible.

With or without records, the entire story of the services rendered by the executive and staff of the Manitoba Branch of the Canadian Red Cross, and the hundreds of volunteers who assisted them during the 1950 flood will never be told. Those who gave most unselfishly of themselves, will more often than not, account for their personal contributions with little more than a smile and a shrug of the shoulders.

I am indebted to a great many people for their assistance but I would like to conclude this report by expressing my deepest gratitude to those selfless volunteers who by giving so willingly of their time and energies, made it possible for me to carry out my duties as director of the Food Department.

Respectfully submitted,

(Sgd.) J. W. Percival.

RED CROSS CANTEEN OPERATIONS

GREATER WINNIPEG AREA

May 6 - June 30, 1950

Total number of Red Cross Canteens . . . . .	67
Total number of Meals Served (approx.) . . . . .	657,000
Number of persons served per day during peak period. . . . .	56,000
Prepared Sandwiches sent to canteens by Food Dept. . . . .	350,000
Estimated number of sandwiches made up at or delivered directly to canteens . . . . .	<u>400,000</u>
	<u>750,000</u>
Imperial Gallons of prepared Coffee sent to canteens . . . . .	31,000
Estimated number of Gallons prepared at canteens . . . . .	<u>50,000</u>
(2,146,500 cups) =	<u>81,000</u>

Our records show that 374,000 pounds of foodstuffs were delivered to Red Cross Canteens from our central warehouse and it is estimated that another 100,000 pounds were purchased by the Red Cross and sent directly to canteens. Over and above this total, thousands of pounds of food were delivered directly to canteens by local residents. We can safely assume that approximately 300 tons of food were handled by the Red Cross Canteens operating in the Greater Winnipeg area.

Exhibit B

ANALYSIS OF FOOD SUPPLIES SENT TO RURAL

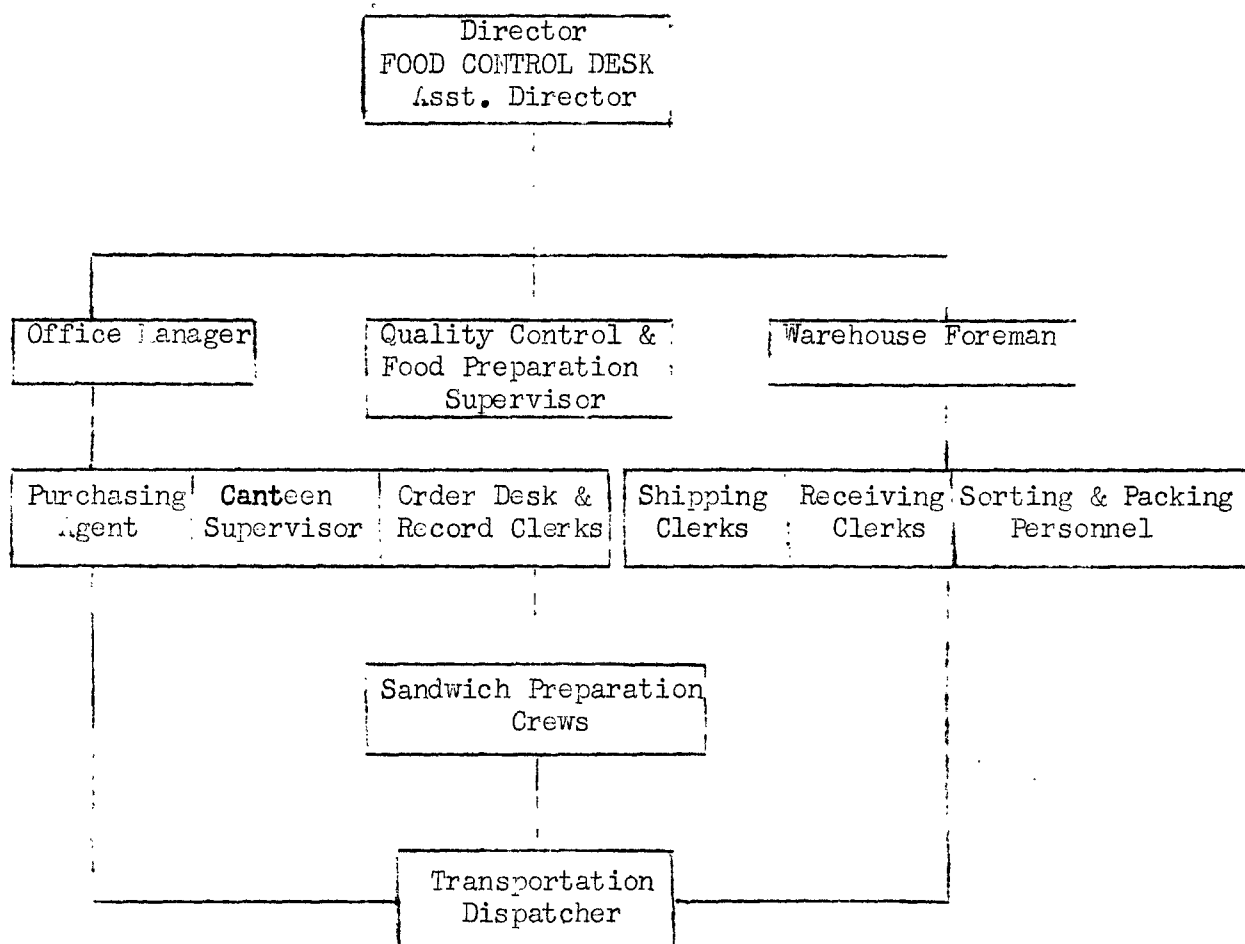
FLOOD AREAS BY THE FOOD DEPARTMENT

June 1 to July 16, 1950

<u>Locality</u>	<u>No. of Cases of food supplied by Food Department</u>	<u>Approximate Weight (lbs.)</u>	<u>Estimated Value</u>
Morris	2036	85,512	\$10,108.93
Emerson	839	35,238	4,195.00
Rosenort	618	25,956	3,090.00
Rosenhoff	551	23,142	2,755.00
St. Jean Baptiste	499	20,958	2,495.00
St. Adolphe	268	11,256	1,340.00
Dominion City	177	7,434	885.00
Lubigny	137	5,754	685.00
St. Agathe	<u>40</u>	<u>1,680</u>	<u>200.00</u>
	<u>5165</u>	<u>216,930</u>	<u>\$25,753.93</u>

It should be noted that the above does not include any of the costs incurred by the Red Cross re transportation or handling and is based on wholesale prices prevailing in the Winnipeg area as of June 30, 1950. Further, many additional thousands of dollars, of which the Food Department has no accurate record, were spent by the Red Cross during the months of April and May for the provision of food supplies for the above areas.

FOOD DEPARTMENT



On 24 hour per day schedule: Key Personnel - 12 hour shifts;  
Others - 8 hour shifts.

THE CANADIAN RED CROSS SOCIETY

Exhibit D.

Manitoba Division

Winnipeg, Canada

ANALYSIS OF EXPENDITURES THROUGH COUNTRY REPRESENTATIVES

FOR EVACUEE FEEDING, ETC.

Inception to July 19, 1950

Points at which over \$1,000.00 expended

Brandon	\$9,216.05	Richer	\$1,753.52
Beausejour	5,285.19	Ste. Rose	1,722.38
Dauphin	4,876.80	St. Pierre	1,679.41
Lowe Farm	3,305.52	St. Malo	1,337.96
Ste. Anne	2,718.70	La Broquerie	1,275.32
Letellier	2,511.75	Ste. Elizabeth	1,206.01
Kenora, Ontario	2,287.33	Altona	1,118.21
Winnipeg Beach	2,054.11	Killarney	1,042.01
Lorette	1,858.59		

\$45,248.86

Points between \$500.00 and \$1,000.00

Dunrea	St. Claude	Selkirk
Haywood	St. Joseph	Transcona
Morden	St. Laurent	Woodridge

6,705.26

Points under \$500.00

Alonsa	Great Falls	Portage la Prairie
Arnaud	Grunthal	Ridgeville
Arborg	Gunton	Rosenfeld
Bruxelles	Hudson	Rosenort
Carberry	Iles des Chenes	St. Alphonse
Carrick	Ingolf	St. Ambrose
Charleswood	Inwood	Ste. Amelie
Clandeboyne	Kane	St. Francois
Craig Siding	Kirkfield Park	St. Eustache
Deerhorn	Langruth	St. Lazare
Dominion City	La Rochelle	Seven Sisters
Dufrost	Marchand	Sioux Lookout
Elie	Mariapolis	Somerset
Elma	Marquette	South Junction
Eriksdale	Morris	Steep Rock
Fisher Branch	Niverville	Stonewall
Garson	Notre Dame	Stony Mountain
Glenella	Oakbank	Swan Lake
Glenmoor	Otterburne	Vassar
Glenora	Pine Falls	Whitemouth
Grand Beach	Poplar Point	

6,121.92

Total, inception to July 19, 1950

\$58,076.04

The above analysis was submitted by Millar, Macdonald & Company as an appendage to their report on Field Supervision.



THE CANADIAN RED CROSS SOCIETY

Canteen Operators

The Red Cross will endeavour to supply you with all food requirements to the best of their ability. In order to ensure that each canteen will be adequately provisioned we ask that you follow these instructions.

(1) An accurate record of the number of persons being served during each 12-hour period (midnight to noon, noon to midnight) must be kept. This information will be required by the Food Department when taking your orders for supplies.

(2) A running inventory must be kept of all non-perishables, (canned goods, etc.) and while it will not be necessary to record the stocks-on-hand of perishable goods it is expected that canteen supervisors will keep a very close check on any such items. Perishables, excluding bakery and dairy products, will not be supplied to canteens which do not have refrigeration units.

(3) When ordering supplies it is expected that you will estimate your requirements and phone in your orders at least twelve hours before the supplies will be needed. Orders received by the Food Department during the morning will be delivered that afternoon, and those received during the afternoon will be delivered the next morning.

(4) The following items will be supplied only if they are in stock (donated). Under no condition will any of these items be purchased.

Soft Drinks	Canned Fruit Juices
Cigarettes	" Tomato Juice
Chocolate Bars	" Salmon
Chewing Gum	" Sardines, etc.
Cakes or Pastry	Hot Chocolate Powders
Doughnuts	Honey or Peanut Butter
Breakfast Cereals	Preserves, etc.

We ask that you exercise particular care in rationing cigarettes and chocolate bars when they are available and suggest that canteen supervisors be personally responsible for distribution of these items.

FOOD DEPARTMENT

Note: These instructions were not issued during the 1950 Flood.  
See reference Page 19 of this report.

## MIMEOGRAPHED FORMS

### USED BY FOOD DEPARTMENT

#### PHONE ORDER FORM (1)

When requests for food supplies were received from authorized canteens or distribution points, they were written up on this form. The food control desk then checked the items requested against existing stock. Where it was necessary to purchase items which were not in stock an order was immediately placed and all such purchases then recorded on

#### PURCHASE RECORD FORM (2)

and attached to the official "Order for Supplies" form which was used by all departments authorized to make direct purchases.

Where it was necessary to make substitutions or deletions, such changes were noted on the original Phone Order form "1". The order was then signed as authorized and the final order was typed out in quadruplicate on

#### FOOD DISTRIBUTION FORMS (3a, 3b, 3c, 3d,)

Form 3a was retained as the Office Copy.

Form 3b was retained as the Shipping Copy.

Form 3c was sent out as the Receiver's Copy.

Form 3d was used as the Delivery Copy.



CANADIAN RED CROSS SOCIETY  
Manitoba Division  
226 Osborne Street, North  
WINNIPEG

ORDER FOR SUPPLIES

No. 11181

Date ..... 19.....

To ..... American Packing Co.,  
Winnipeg, Manitoba.

Please enter for our account:

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CANADIAN RED CROSS SOCIETY

Per.....

Form #2  
(Green Paper)

## RED CROSS FOOD DEPARTMENT

## PURCHASE RECORD

Order No. 11181

TO American Packing Co.

Winnipeg, Manitoba.

Date \_\_\_\_\_ 19 \_\_\_\_\_

Time \_\_\_\_\_

[illegible]

BY.....

DELIVER TO:

RED CROSS FOOD DEPARTMENT,  
Grain Exchange Curling Rink,  
Fort St. at Assiniboine,  
WINNIPEG, Manitoba.

ENTERED

Form #3a  
(White Paper)

CANADIAN RED CROSS SOCIETY

FOOD DEPARTMENT

F.D. 365

REQUESTED BY \_\_\_\_\_

DATE            19            TIME           

[illegible]

AUTHORIZED BY \_\_\_\_\_

Form #3b  
(Yellow Paper)

CANADIAN RED CROSS SOCIETY

FOOD DEPARTMENT

F.D. 365

REQUESTED BY \_\_\_\_\_

DATE 19 TIME

[illegible]

SHIPPING COPY  
ORDER FILLED BY

AUTHORIZED BY

Form #3c  
(Pink Paper)

CANADIAN RED CROSS SOCIETY

FOOD DEPARTMENT

F. D. 365

REQUESTED BY \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

DATE            19            TIME           

[illegible]

AUTHORIZED BY \_\_\_\_\_



Form #3d  
(Blue Paper)

CANADIAN RED CROSS SOCIETY

FOOD DEPARTMENT

F.D. 365

REQUESTED BY \_\_\_\_\_

DATE \_\_\_\_\_ 19 \_\_\_\_\_ TIME \_\_\_\_\_

[illegible]

DELIVERY COPY  
To be signed by receiver  
and returned to Food Dept.

AUTHORIZED BY

SIGNATURE

THE CANADIAN RED CROSS SOCIETY

DISASTER SERVICES

RED RIVER FLOOD DISASTER - 1950

REPORT NO. 9

COMMITTEE ON PURCHASING

BY

MR. F. N. COWLEY

Issued by  
National Headquarters  
Canadian Red Cross Society  
95 Wellesley Street East  
Toronto, Ontario

REPORT RE "PURCHASING" COMMITTEE

CANADIAN RED CROSS SOCIETY

WINNIPEG FLOOD - May, 1950

October 24, 1950.

Organization

1. On Wednesday, 10th May 1950, at 1030 hours, Mr. Frank Carpenter, Disaster Chairman, Manitoba Red Cross, requested The T. Eaton Co. Ltd., Winnipeg, to allow the writer to act as Chairman of a Purchasing Committee to be formed forthwith. The request was granted and the writer placed on loan to the Red Cross for the duration of the flood.
2. The next step was to recruit a small compact staff on a similar basis and the services of the following gentlemen obtained; Messrs. Tasker, McKercher, Rudd, Ward, Nash and Brickman.
3. These men were drawn from high levels in both The T. Eaton Co. Ltd. and The Hudson's Bay Co.; chosen for their broad experience with merchandise in general and in the case of two of them for their specialized knowledge of medical supplies.
4. In addition to the actual Purchasing staff the services of three other gentlemen, viz: Messrs. Davidson, Brown and Gibb, were secured to act in the capacity of storeman, should occasion arise.
5. All personnel were secured on a full time loan basis, and the Committee officially commenced to function at 1300 hours, 10th May, 1950.

Plan of Operation

6. The objectives of this Committee were:-
  - (a) Control of all purchases made on Red Cross account.
  - (b) To ensure that purchases were based on requisitions authorized by the appropriate section.
  - (c) To ensure that suppliers received an official order number for each shipment of merchandise.
  - (d) To ensure that supplies purchased reached their proper destination with a minimum of delay.
  - (e) To anticipate potential requirements and arrange for adequate supplies to be within the city or en route.

7. For operational purposes the personnel was divided into three shifts - 8 to 4, 4 to 12, 12 to 8, two men on the purchasing desk and one storeman for each shift. This was in effect a roster ensuring that there would be a basic staff every minute of the day: in practice, and in the early stages, personnel worked many hours in excess of their official obligation.

#### Problems and their solutions

8. Our first real problem was convincing personnel of sections that the quickest way to get action lay in a properly written requisition stating precisely what was required, the exact quantities needed and the destination of same. All sections were going at top speed and it was a completely natural reaction for personnel to feel that time could be saved by verbal request; it soon became apparent however that the official requisition procedure was not only necessary for the protection of all but the most efficient way of getting results in a hurry. Our section motto therefore became:-

"No tickee no shirtee".

Section heads were quick in their response and within a few hours from the commencement of operations we felt reasonably certain that objectives 6a, 6b, 6c and 6d had been reached with minor exceptions.

9. At a very early stage the question of establishing a storeroom for the reception of supplies came up. The small auditorium was taken over for this purpose and a storeman placed in charge. Within a few hours it became apparent that the arrangement was too cumbersome to be effective. The approaches to the auditorium were too congested with traffic to permit merchandise to be brought in for trans-shipment. We, therefore, had stores on hand brought down to the basement where the section was located. This proved to be very efficient and remained so to the end of the emergency. The stores actually consisted of such articles as flashlights, lanterns and, in fact, any articles acquired which could not be immediately despatched to an appropriate section. Food, clothing, rubber boots and all such clearly defined articles acquired either by donation or purchase were channelled direct to the appropriate section. Sometimes a mixed shipment would arrive and in any case of doubt the "Purchasing" storeman took the shipment, opened it up and called for volunteers to carry it to the proper section. By having miscellaneous stores under immediate supervision, it frequently became possible to fill requisitions from donations right on the spot. Our storemen were successful in carrying out some salvage operations in connection with equipment used on medical trains; articles of bedding and the like requiring to be disinfected before being re-issued for use again.

10. With regard to sub-paragraphs 6c and 6d, it was indeed fortunate for all concerned that both the T. Eaton Co. Ltd. and the Hudson's Bay Co. had emergency staffs working right around the clock. These staffs included the delivery personnel which meant that orders telephoned in at any time of the day or night were assembled and rushed to the destination in terms of minutes rather than hours. It would be hard to over-emphasize the part which these two organizations played in supporting the Red Cross effort. They were aware at all times of reserves of merchandise at the various wholesale houses in the city and anticipated our demands in that respect because it was inevitable that the most urgent Red Cross demands almost always came at night. It appeared that nothing could daunt the drivers in making their deliveries many of which were effected by boat. There is recorded only one case in which delivery was not made: the location was given as a small working party on the railway "not far" from a certain bridge. After three hours futile search in a pouring rain the driver had to admit defeat. The chances are that the bridge was named in error!
11. The auditor had problems of his own, one of those being to estimate the expenditures as incurred and another to reconcile estimates with actual expenditures as evidenced by statements from suppliers. Arrangements had been completed in the early stages of the flood with the T. Eaton Co. Ltd. and the Hudson's Bay Co. whereby they maintained a 24-hour service on hot coffee for dike workers. The Red Cross Food section issued requisitions to proper parties which they took to the coffee pool designated and received hot coffee in one gallon thermos jugs to take out to the dike workers. These requisitions were a charge to the Red Cross but not covered by an official order number. At the earliest moment possible after the organization of "Purchasing" we studied this matter and decided that the pools must continue to operate on the present basis but steps were at once taken (a) to "redeem" all requisitions honoured by these coffee pools to date by substituting therefor an official order and (b) to establish that these two pools surrender each morning the requisitions honoured during the previous 24 hours, ensuring thereby that all such operations were brought to finality each day. It should be added here that as soon as possible we cancelled out this interim procedure and gave an official order for each requisition. In co-operation with the Auditor's section steps were taken to ensure that statements were rendered by firms to the Auditor making it possible for him to make a comparison between "estimated" and "actual" disbursements.
12. With regard to sub-paragraph 6e, we were notified that the Canadian Red Cross would be responsible for the provisioning of evacuee trains, buses, etc. in the event of a mass evacuation. We had already had a certain amount of experience in this question of provisions with particular reference to medical trains. With each rise in the river level the possibility of evacuation on a mass scale loomed closer. Steps had to be taken to cope with that possibility and whilst, basically, it was a "Food" Section problem "Purchasing" was vitally interested in knowing what was involved. At a conference on "Control" level and in conjunction with the Medical Section the food requirements for a 12-hour journey were arrived at on a unit basis - the unit comprising 100 persons. Basic requirements for medical trains were also dealt with.

Mr. A. J. Gilbert undertook to organize a special section to handle the reception of these train provisions at both railway depots and bus station. Attached as an appendix to this report is the "Procedure" set up for "Train and Bus Provision Supplies". This appendix shows clearly the scale of provisions to be used.

It was quite obvious that to be of any value soup and coffee must be hot, milk must be sterile and water must be clean and if possible iced, to say nothing about the highly specialized requirements surrounding the transportation of prepared baby formulas. For all these purposes one gallon thermos jugs were deemed the only reasonable answer to meet requirements and despite the fact that they are fairly expensive it was considered essential that the health factor must override all other considerations. Having in mind that a mass evacuation would entail moving persons out of the city at the rate of approximately 4,000 per hour such items of equipment as thermos jugs had to be considered as expendable because they would have to be retained in use at emergency centres. It appeared likely that a minimum of 12,000 thermos jugs would be needed for "Black Boy" and it was decided that we dare not delay in acquiring at least a portion of these. We immediately undertook to make 6,000 available; Eastern Canada could not provide sufficient so an S.O.S. was sent to New York and a special plane was chartered to fly in the bulk of the requirements. The dairies were contacted to ensure that adequate supplies of 2 pint and pint bottles were on hand as the use of milk in bulk on trains could not be contemplated. A carload of paper "hot" drinking cups was held available for this emergency use.

13. A few words appear in order about the procedure immediately following the emergency. When it became apparent that "Black Boy" was to take a back place to "Rainbow" it was obviously necessary to take action to:-
  - (a) provide for the uninterrupted efficiency of the "Purchasing" section for a period of two or three months;
  - (b) release almost immediately the personnel drawn from active business life.

To this end a duplicate staff comprising "dollar-a-year" men was recruited. These were all men recently retired, ready and willing to take over the organization. They came in to work with the original committee and over a period of three or four days they assumed the duties releasing the former personnel in orderly fashion.

#### Recommendations for Future Planning

14. It appears to the writer that the procedure adopted by the Disaster Executive leaves little room for comment. As it appears improbable that we shall ever receive in advance a blue-print of any future disaster it would seem that the policy adopted on this occasion, namely, that of appointing chairman for the necessary sections with powers to recruit their own personnel, is a very sound procedure for the future. In connection with the recruiting of personnel mentioned above; the maximum of efficiency undoubtedly stems from the use of a well trained staff. It would appear that the best results accrue from:-

- (a) recruiting persons on the basis of permanent loan for the duration of the emergency; ensuring continuity of experience with mounting efficiency;
- (b) keeping the numbers of such personnel to a minimum adequate to man three eight-hour shifts.

Respectfully submitted,

(Signed) F. N. Cowley

TRAIN AND BUS PROVISION SUPPLIES - EVACUEES

TELEPHONE CONTACTS:

	<u>Business Hours</u>	<u>After Hours</u>
Hudson's Bay Company		
Georgian Dining Room -	322	34-471
Food Supplies		

Mr. E.L. Clarke  
Mr. W.A. Goodbrand  
Mr. Gordon Turner

REQUISITIONS:

Requisitions for food for Evacuees can be dispatched to the "Employees' Entrance", Memorial Boulevard. The Attendant on duty at the door will, in turn, deliver the requisition to the Order Department, Georgian Dining Room.

FOOD PROVISION FOR EVACUEES - SPECIAL MEDICAL CASES

REQUIREMENTS:

Hot Soup	Thermos container
Bread & Butter Sandwich	2 per person
Fruit Juice	8 oz. per person
Chocolate Bar	1 per person
Milk	$\frac{1}{2}$ pint per person
Dixie Cups	2 per person
Cigarettes	$\frac{1}{2}$ package per person

ATTENDANTS' REQUIREMENTS:

Enough box lunches and beverage for the specified number of Attendants accompanying patients.

NOTE: When ordering, clearly state on order form the number of patients and attendants.

FOOD PROVISION - FOR EVACUEES

FOOD CONTENT:

The food requirements, based on Medical advice and approved for a 12-hour trip or less, per 100 people (1 unit) will be prepared as follows:

Sandwiches	200
Doughnuts or Biscuits	200
Chocolate Bars	100
Coffee	6 gallons
Water	10 "
Milk, $\frac{1}{2}$ pints	6 "
Drinking cups	250



<u>SUPPLIER</u>		<u>METHOD OF PREPARATION</u>
Hudson's Bay Company	FOOD	To be prepared in box lunch form
T. Eaton Company	COFFEE & CUPS	Thermos jug containers
T. Eaton Company	WATER	Thermos jug or other suitable container - to be iced if possible.
Modern Dairies	MILK	$\frac{1}{2}$ pint bottles if available, other- wise pint or quart bottles (not bulk), in a quantity equal to the prescribed unit.

NOTE: If for any reason additional or special items will be required, such as boiled water and condensed milk for the use of children - clearly designate this requirement on order form, also the number of children.

TRAIN PROVISIONING DEPOT - PERSONNEL ORGANIZATION

UNDER SUPERVISION OF - MISS MARJORIE L. MOORE

Telephone - Home: 48-657 Business: 927-461

Miss Moore has organized the following personnel for immediate call to duty to supervize the handling, loading and checking of food for Evacuees. It will be the main responsibility of this group to make certain that all supplies required arrive at the Station Depots and particularly to assure themselves that the quantity of provisions are sufficient to take care of all Evacuees being transported.

A suitable receiving Depot has been organized at both Railways - C. P. R. and C. N. R. main Depots. At each Receiving Depot there is a Red Cross sign clearly indicating the receiving location for such provisions. The receiving location at the C.P.R. is Maple Street Baggage Room, directly East and adjoining the main Station. At the C.N.R., group supplies will be received at the Baggage Receiving Room, directly adjoining and South of the main Station.

When food arrives, Red Cross Attendants will advise the Baggage Master at each Station who, in turn, will provide all the necessary assistance to load supplies on baggage trucks and transport to the baggage cars of each train. Both Railways have assured us of every possible assistance in this respect.

The following is a list of the personnel organization by Miss Moore:

CANADIAN NATIONAL STATION:

8 -	4 p.m.	Miss Elva Humphries	402-426
		Miss Ella Baker	726-576
4 -	12 p.m.	Mrs. Knox Foster (2)	402-433
12 -	8 a.m.	Miss Helen Jansen(2)	48-898

Mr. E. Hepburn (44-791) is the Member of the Rotary Club who arranges for the Members of his Club to go on the three shifts.

CANADIAN PACIFIC DEPOT:

8 -	4 p.m.	Mrs. M. W. Mahaffey (2)	49-145
4 -	12 p.m.	Dr. Anna Isa (2)	46-753
12 -	8 a.m.	Miss Grace Coultry	725-447

Mr. Jack Sprague - 65-443 (home) or 933-497 (office) is the Member of the Kinsman Club who arranges for the Members of his Club to go on the three shifts.

Both Mr. Hepburn and Mr. Sprague are able to expand the services of their Clubs to meet increasing needs of the service.

NOTE: The above personnel are available for 24-hour service only if and when a major evacuation is ordered - otherwise, they will only be called for duty when required; in such case Miss Moore will be notified by A.J. Gilbert.

THE CANADIAN RED CROSS SOCIETY  
DISASTER SERVICES

RED RIVER FLOOD DISASTER - 1950

REPORT NO. 10  
ACCOUNTING, RECOVERIES AND CLAIMS DIVISIONS  
BY  
THOMAS SILL, ESQ.

Issued by  
National Headquarters  
Canadian Red Cross Society  
95 Wellesley Street East  
Toronto, Ontario

SILL, PATRICK & COMPANY

Chartered Accountants  
Auditors, Etc.

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Bank of Nova Scotia Building  
Winnipeg, Manitoba

18th November, 1950.

Mr. R. G. B. Dickson,  
President,  
Manitoba Division,  
The Canadian Red Cross Society,  
226 Osborne Street,  
Winnipeg, Manitoba.

Dear Sir:

In response to the verbal request of Commissioner R.H. Snyder, I submit below my report on the work undertaken by my firm in the Red River Valley Flood Emergency of 1950. The work referred to is not yet complete, and it may be some time before a final report, including financial statements, can be prepared of the financial side of the emergency, at least insofar as it relates to the work of the Red Cross.

Organization of Accounting Division

On the afternoon of Wednesday, May 10th, 1950, I was approached by you to take over and organize what was originally known as the Controller's Department, at Red Cross Flood Emergency Headquarters in the Civic Auditorium. Prior to that date, no arrangements had apparently been made for supervision of expenditures on flood emergency account. The emergency developed so rapidly, and on such a huge scale, that in the initial stages it was quite impossible for the permanent staff of the Manitoba Division of the Red Cross to assess adequately the accounting needs of the situation.

After operating for a brief period under the designation "Controller", the department of which I took charge was renamed "Accounting Division". It was found that the former appellation conflicted with Red Cross Control, another division of Red Cross flood emergency activities, with the result we were frequently called upon to clear matters which were more properly directed to Red Cross Control.

At the point I took charge, expenditures and commitments on flood emergency account for rubber boots, socks, boats, railway cars, etc., already aggregated a very substantial amount, possibly \$50,000.00, and as National Office and the Management Committee of Manitoba Division required immediate up-to-date progress reports, it was essential that cumulative records be provided without delay. Flood fighting and directly related activities, however, had placed such heavy demands upon available manpower, that little or no volunteer help was available. Furthermore, there was no time to screen the help that was offered. Accordingly there was no alternative but to call upon my business partner, Mr. F.C. Patrick, and the staff of our professional office to furnish the necessary competent personnel. At one time our entire office force (nine members in all) were necessarily drawn in to assist. In addition, we were favored with the assistance of two experienced members of the staff of National Office, Canadian Red Cross Society, together with a number of volunteers, who will be referred to later in this report.

Organization of the Accounting Division was complete and in full operation by the evening of Wednesday, May 10th, and on the evening of Thursday, May 11th, the first Report of the Controller, setting out total expenditures and commitments, both actual and estimated, up to 6:00 P.M. on May 11th, was issued for the information of National Office and the Management Committee of the Division.

Plan of Operation

It was realized from the beginning that it would not be possible to supply exact figures, either then or at any time in the immediate future. Orders for foodstuffs, equipment and other merchandise were being issued in heavy volume by the Purchasing Department, and we had no means of determining the monetary value of such orders prior to receipt of invoices from wholesalers, retailers and other supply houses. These suppliers were themselves facing flood problems. Not only were members of their own office, warehouse and plant staffs being forced to evacuate from flooded areas, but, in many cases, their business premises were endangered. Use of the telephone as a means of obtaining information was considered and discarded, as all lines were flooded with emergency calls. It was quite apparent, therefore, that considerable delay would, in many cases, be experienced before the required information would become available. It was also ascertained later that another factor contributing to the delay in submission of invoices for goods and services rendered was considerable doubt in the minds of sales managers as to the exact category for trade discounts in which the Red Cross should be placed, with the result that many suppliers waited to see what treatment would be accorded by others in the same line of business. In the final decision, therefore, the initial information supplied by my department was based wholly on estimates.

To meet these problems, and to provide facilities for conversion of estimated figures into actual when the necessary information became available, it was decided that the order book counterfoils must necessarily form the basis of information to be submitted to the National Office, the Management and other committees of the Red Cross,

and to the Provincial Government authorities

The records maintained by the Accounting Division, being based initially on estimates, were necessarily of a temporary nature. All orders issued were recorded on columnar sheets. Each sheet was headed up with the name of the supplier, and from the order counterfoil the following information was listed:

- (a) Date of order,
- (b) Order number,
- (c) Particulars of merchandise ordered,
- (d) Estimated value of merchandise ordered.

Provision was made for an additional column in which to record the actual value of the goods ordered as shown by the invoice upon receipt. Provision was also made for classification of expenditures, as and when required, by means of a fourteen column extension. Within this framework it was possible to supply upon request, and at reasonably short notice, complete information as to the aggregate value of orders placed - actual where invoices had been received, and estimated where goods had not been delivered or where invoices had not been received - classified as circumstances required.

The methods adopted worked well, and we were able to supply information that otherwise would have been unobtainable. A large measure of credit for the smooth functioning of this section of the work of my department must be given to the two members of the permanent staff of National Office to whom I have already referred, viz, Messrs. Albert Batten and Jack Agnew. Their training and experience in disaster work, particularly their knowledge of merchandise values, proved indispensable.

Settlements for meal tickets presented with a specific request for cash, were effected by issue of voucher-orders on Divisional Headquarters where they were honored against a special imprest fund. Payment of other accounts was effected by voucher-order on Divisional Headquarters with settlement by cheque through the usual Red Cross channels on a special flood emergency bank account.

Expenditures incurred in respect of refugees at dispersal points in rural areas were supervised by the Field Supervision branch of Survey and Intelligence, and accounts therefor were passed for payment on approval by that department.

#### Special Problems Encountered and Their Solution

Unfortunately several major problems were encountered, the chief of which was the almost complete absence of records of goods ordered and/or supplied prior to about May 6th. As I have already pointed out, the emergency developed with such rapidity that no reasonable opportunity was given the regular staff of the Manitoba Division to meet it. In an emergency such as the one experienced, the welfare of the individual, his home and personal property, must necessarily rank in priority to all other considerations. Boats, hip-waders, foodstuffs and other supplies were desperately needed, and were ordered and delivered without that full measure of consideration to accounting requirements which, in more settled circumstances, would have been forthcoming.

In the early stages of the emergency the Commissioner and his staff very wisely concentrated all purchasing through the two large retail merchandising organizations of the city, viz. The T. Eaton Company Limited and the Hudson's Bay Company. Too much praise cannot be accorded officials of these two organizations for the part they played in insuring the availability of urgently-needed supplies.



The first major problem facing the Accounting Division on its inception was the compilation of information on goods already ordered. To achieve this it was necessary to consult with the accounting departments of Eaton's and the Hudson's Bay. In respect of most goods ordered before May 6th, no alternative existed but to accept the records of these two firms as to purchases and deliveries as a basis on which to build up our own records. It was necessary to detail one member of my staff to each of the Eaton and Hudson's Bay accounts. With a full measure of co-operation from officials of these two companies, it was possible within a reasonable time to bring the records of the Accounting Division in line.

Another difficult problem facing us early in the emergency was the matter of salvaging equipment and other supplies shipped to flood fighting centres, canteens, evacuation centres and other points throughout the entire Red River Valley. This too was a problem which could not be adequately dealt with in the anxious days when the river was on the rise. The matter was discussed fully with the Commissioner, and eventually a special Recoveries Department was organized under the direction of Mr. G. K. Stone. In order to supply the latter with the information necessary to enable him to trace the large quantities of equipment that had already been purchased or loaned for flood emergency purposes, it was necessary to seek further accounting assistance. An appeal was made to Mr. W.J. Murphy, Director of Income Tax at Winnipeg, for the use of members of his staff. His response was immediate. On the morning of Thursday, May 18th, six members of the staff of the Income Tax Division reported and, under my direction, complete records up to that time, insofar as the information was available, of equipment purchased from various supply houses, or borrowed from the Ordnance Department, R.C.O.C., or

from private owners, were developed and placed at Mr. Stone's disposal. Thereafter any additional equipment shipped to the flooded, or nearby areas was immediately reported to Mr. Stone and his staff.

In any emergency of the type experienced, the Red Cross becomes an army of volunteers, contributing not only personal services but also the use of personal property. Much of the equipment used by Red Cross units at flood fighting centres, or in the flooded areas, was loaned by local residents, and it was inevitable that claims for loss or damage would arise. In my opinion the experience of the Red Cross on this account was distinctly favorable, but, as was to be expected in an operation involving so many people and so much equipment, many troublesome claims materialized. In the early stages the Accounting Division endeavored to effect immediate and direct adjustment of these claims, but under the pressure of subsequent developments, the Flood Emergency Committee decided to adopt a policy of deferring settlement of all claims requiring detailed investigation until the emergency was over. In result a substantial bank of claims accumulated and it became necessary to organize a special Claims Department to handle the situation. The writer contacted Mr. Westley B. Johnston, formerly with the Western Supervisor's Department of The Bank of Nova Scotia, and arranged for him to take charge. Mr. Johnston's work was of an unusually high order. His broad experience in dealing with the public generally was very much in evidence in the performance of duties which required the maximum of tact and diplomacy.

Claims against the Red Cross for compensation for loss, or for reimbursement of out-of-pocket expenses, were of widely varied nature, the principal sources being:

- (a) Damage to trucks and private automobiles while in Red Cross service,
- (b) Personal property loaned and not returned,
- (c) Damage to residential and household effects at the hands of Red Cross workers,
- (d) Goods supplied or services rendered without authority and/or without proper records of delivery,
- (e) Evacuees' transportation, medical, shelter and subsistence expenses away from home.

Claims involving amounts of \$50.00 or less were passed for payment on Mr. Johnston's approval, but larger amounts had to be cleared through a special Claims Committee established by the Management Committee.

In my opinion the delay in settlement of claims, a policy dictated by the exigencies of the emergency, was not in the best interests of the Red Cross. It resulted in exaggeration of some claims, dissatisfaction on the part of volunteer workers, and considerable difficulty in obtaining the facts at late dates.

Another major problem, which scarcely comes within the purview of the Controller, was the replacement of volunteer flood emergency staff with paid help. Due however to the illness of the Honorary Treasurer, Mr. J.A. Woods, who had undertaken this assignment, the matter could not be attended to and it eventually resulted in each Committee Chairman being obliged to find his own replacements, either on a voluntary or salaried basis. The inevitable result was lack of continuity and difficulty in obtaining information in the latter stages of the emergency.

I have been informed that recovery of Sales Tax on goods purchased for Red Cross account will be handled through National Office at some future date.

Recommendations for future disaster planning

(1) The Red Cross was fortunate indeed in having the services of Mr. Colin Herrle, National Administrator for Disaster Services of the American Red Cross, Dr. W. Stuart Stanbury, National Commissioner from Toronto, and Miss Bessie Touzel, assistant executive director, Canadian Welfare Council. Their experience in disaster service was reflected in the rapid and effective development of the entire emergency organization after the local Flood Emergency Committee moved to the Auditorium. Should a similar emergency arise next spring, their services would be of inestimable value in setting up the necessary organization quickly and effectively.

(2) The several divisions of the Flood Emergency Committee which functioned under me, such as the Accounting, Recoveries and Claims Departments, should be established at the beginning of the emergency, or at least at the earliest moment the existence of an emergency is recognized. The emergency Accounting Division should handle disbursements only and should exist as a department, separate and distinct from the Divisional accounting department, under the direct supervision of the Honorary Treasurer. The Recoveries and Claims Departments should be in the charge of business men of considerable experience who are not actively connected with the normal activities of the Red Cross. The regular duties of the Divisional Commissioner and his staff are such that it would not, in my opinion, be policy to place them in the position of attempting to follow and recover Red Cross equipment in the midst of the distressing circumstances of a national disaster, or to negotiate settlements with individuals who have suffered more or less serious loss. In other words the Commissioner should be shielded from duties which require firmness and, in many cases, give-and-take

negotiations. Great tact and diplomacy are necessary in performing these particular duties, qualifications which Mr. G. K. Stone and Mr. Westley Johnston possessed in such large measure.

(3) In the early stages of the emergency, considerable unavoidable delay was experienced in appointing responsible officials at the various canteens and other Red Cross units. As a result, their predecessors were responsible for committing the Red Cross for substantial amounts without proper authority from Headquarters. Undoubtedly the Red Cross benefited from the timely, if arbitrary, actions of such predecessors, but, in at least one important case, the Society was denied a satisfactory clearance of matters related to the ordering and proper receipt of goods. The experience gained on this occasion, however, should insure full control of such matters in any future emergency.

(4) In the early stages of the emergency, meal tickets were issued rather freely, and this led to abuses. Later their use was severely restricted, and the situation improved considerably. In any future emergency their use should be supervised very closely and wherever possible eliminated entirely. If and when used they should bear a printed request to whoever may accept them to refuse to honor them partly in cash. They should be dated at issue so as to expire within a very limited period.

(5) In any future emergency a special delivery form should accompany all equipment requisitioned through the Red Cross at the time of delivery to the Red Cross unit. It should be addressed to the official in charge, detail the equipment being supplied, and contain a request that the addressee take all reasonable steps to insure safety and eventual recovery. Should it have no more than a psychological effect, it will have amply served its purpose.

(6) Cash receipts representing specific donations, proceeds of salvage, or refunds, should be handled through Divisional Headquarters only. Donations in kind, when accompanied by a receipted invoice therefor, should go through the same machinery as a regular purchase on charge account, the cheque therefor being made payable to the Red Cross and redeposited as a specific donation.

(7) Every effort should be made to establish with the trade the scale of trade discounts for which the Red Cross qualifies.

(8) Order forms used in the recent emergency were in duplicate only, bound in books of fifty. Consequently, the Accounting Division had to await return of the entire book of counterfoils before the particular orders could be incorporated into its records. A triplicate copy should be provided for the information of the Accounting Division, and should contain an estimate of the value of the merchandise or services requisitioned. It should also indicate the Red Cross department submitting the requisition and the particular use for which the goods are required. The original of the order form should contain a specific request to the supplier to quote the order number on his invoice.

(9) Newspaper advertising should be employed to clarify and limit the responsibility of the Red Cross with respect to orders for merchandise represented as being for Red Cross account, and outlining requirements for the proper presentation of accounts for payment.

(10) The Red Cross flood emergency organization operated throughout the emergency without a stockroom. So long as goods ordered were shipped immediately to point of consumption, a stockroom was unnecessary. Had evacuation been carried out by the military authorities on the scale envisaged by Operation Blackboy, however, stockpiling might

have been necessary, and it is almost certain that trouble would have been experienced through the absence of a properly organized stockroom set-up. Such a department could be dovetailed very effectively with the Recoveries Department. Sight should never be lost of the fact that points of entry to Winnipeg are remarkably few; that the two vital rail arteries to the east come within a few hundred yards of each other in St. Boniface.

(11) The continued success of the Red Cross is entirely a matter of public goodwill. Prompt settlement of claims against it is one means of retaining that goodwill.

#### Conclusion

It was a distinct privilege to be permitted to participate once again in the work of a great national organization. Under your capable direction, ably assisted by your Executive, Mr. Herrle, Dr. Stanbury, Commissioner Snyder and his staff, and so many of our citizens motivated by a high sense of duty and public service, an emergency organization was built up with a rapidity and efficiency that reflected great credit on all concerned.

One of the features of the emergency organization was the marked degree of co-operation that existed between its various departments, and I take this opportunity of expressing my appreciation of the assistance given me at all times by the Chairmen of the several Committees. They did much to facilitate the work of the Accounting Division.

As to the volunteers who worked directly under me, I cannot speak too highly of their contribution. Throughout the emergency they gave their utmost without thought of time or personal inconvenience. I may say that some weeks ago I appropriated to myself the privilege of expressing to them the grateful appreciation of the Red Cross for their generous efforts.

I should also like to express my appreciation of the excellent work being done by Mr. Paul Clark, who is now in charge of the final details of flood emergency accounting, settlement of outstanding claims, etc.

Finally, a word on behalf of the permanent staff of the Red Cross. In every great emergency the public, unfortunately, is inclined to take their magnificent contribution as a matter of course. Yet without their good work, the whole flood emergency operation would have been seriously handicapped. Their devotion to duty has never been more clearly demonstrated than in the case of the Divisional Commissioner himself. With his own living room under several feet of water, he could be found at his post devoting an over-long day to the service of other unfortunates. Such is the Red Cross.

Yours faithfully,

(Sgd.) Thomas Sill

Chartered Accountant.



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